

# PARISH OF CADDO LOUISIANA

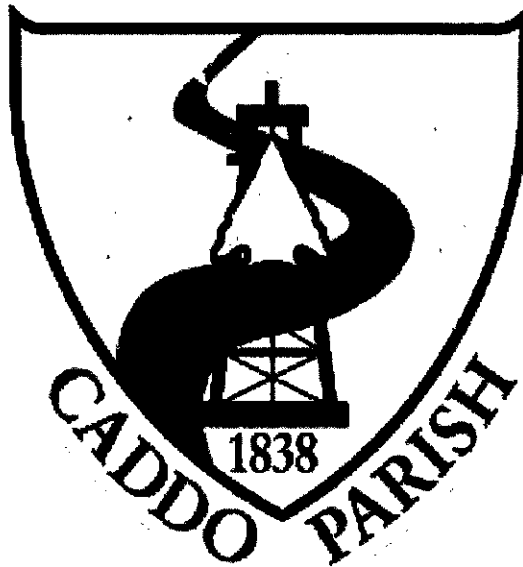


## 2011 COMPREHENSIVE ANNUAL FINANCIAL REPORT

FOR THE YEAR ENDED DECEMBER 31, 2011

# **CADDO PARISH COMMISSION**

**Shreveport, Louisiana**



## **COMPREHENSIVE ANNUAL FINANCIAL REPORT**

**for the Year Ended December 31, 2011**

**Prepared by the Department of Finance**

**Ms. Erica R. Bryant  
Director of Finance and Human Resources**

Under provisions of state law, this report is a public document. A copy of the report has been submitted to the entity and other appropriate public officials. The report is available for public inspection at the Baton Rouge office of the Legislative Auditor and, where appropriate, at the office of the parish clerk of court.

Release Date JUL 18 2012

**CADDO PARISH COMMISSION**  
**Shreveport, Louisiana**

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**Shreveport, Louisiana**

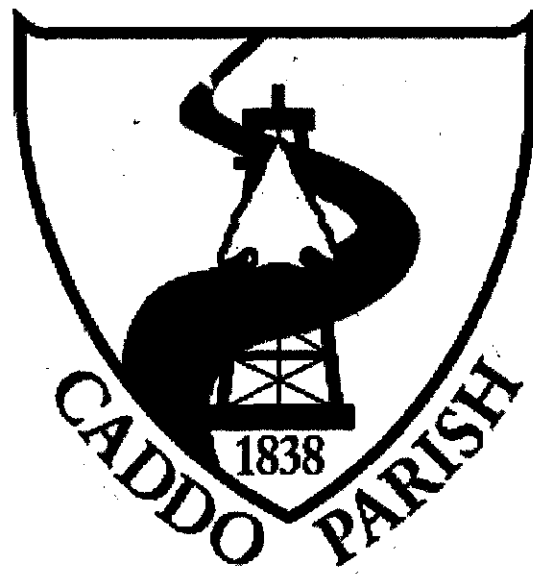
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# THE PARISH OF CADDO

## DEPARTMENT OF FINANCE AND HUMAN RESOURCES

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June 29, 2012

The Honorable Kenneth R. Epperson, Sr., President  
and Members of the Caddo Parish Commission  
Government Plaza  
505 Travis Street  
Shreveport, LA 71101-5409

Dear Commissioners:

In compliance with Section 3-09 of the Home Rule Charter for Caddo Parish, we are pleased to submit the Comprehensive Annual Financial Report (CAFR) of the Caddo Parish Commission (the Commission) for the year ended December 31, 2011. These financial statements were prepared in conformity with accounting principles generally accepted in the United States of America and audited in accordance with generally accepted government auditing standards and the standards applicable to financial audits contained in government auditing standards issued by the Comptroller General of the United States by a firm of licensed certified public accountants. I believe this report presents comprehensive information about the Commission's financial and operating activities during 2011 that is useful to taxpayers, citizens, and other interested persons.

This report was prepared by the Department of Finance and Human Resources and consists of management's representations concerning the finances of the Commission. Consequently, management assumes full responsibility for the completeness and reliability of all of the information presented in this report. To provide a reasonable basis for making these representations, management of the Commission has established an internal control framework that is designed both to protect the government's assets from loss, theft, or misuse and to compile sufficient reliable information for the preparation of the Commission's financial statements in conformity with generally accepted accounting principles (GAAP). Because the cost of internal controls should not outweigh their benefits, the Commission's comprehensive framework of internal controls has been designed to provide reasonable rather than absolute assurance that the financial statements will be free from material misstatement. We assert that, to the best of our knowledge and belief, this financial report is complete and reliable in all material respects.

Section 3-09 of the Home Rule Charter for Caddo Parish requires that the Commission provides for an annual independent audit of all accounts and financial transactions of the Commission by a firm of independent certified public accountants duly licensed to practice in the state of Louisiana. The accounting firm of Roberts Cherry & Company was selected by the Commission to conduct its annual audit. The goal of the independent audit was to provide reasonable assurance that the financial statements of the Commission for the fiscal year ended December 31, 2011, are free of material misstatement. The independent audit involved examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements; assessing the accounting principles used and significant estimates made by management; and evaluating the overall financial statement presentation. The independent auditor concluded, based upon the audit, that there was a reasonable basis for rendering an unqualified opinion on the Commission's governmental activities, each major fund, and the aggregate remaining fund information for the Commission. The independent auditors' report is presented as the first component of the financial section of this report.



The independent audit of the financial statements of the Commission was part of a broader, federally mandated "Single Audit" designed to meet the special needs of federal grantor agencies. The standards governing Single Audit engagements require the independent auditor to report not only on the fair presentation of the financial statements, but also on the audited government's internal controls and compliance with legal requirements, with special emphasis on internal controls and legal requirements involving the administration of federal awards. These reports are available in the Commission's separately issued Single Audit Report.

GAAP requires that management provides a narrative introduction, overview, and analysis to accompany the basic financial statements in the form of Management's Discussion and Analysis (MD&A). This letter of transmittal is designed to complement MD&A and should be read in conjunction with it. The Commission's MD&A can be found immediately following the independent auditors' report.

### **Profile of the Caddo Parish Commission**

The Commission is the governing authority for Caddo Parish and is a political subdivision of the state of Louisiana. The Commission consists of twelve members called commissioners who are elected to four-year terms from single member districts. The Commission, under the provisions of Louisiana Revised Statutes 33:1271-1285, enacts ordinances, sets policy, and establishes programs in such fields as criminal and juvenile justice, highways and streets, sanitation, planning and zoning, public health and welfare, libraries, culture and recreational facilities, economic development, and general administrative services.

The Commission was established December 10, 1984, after voter approval of the Home Rule Charter for Caddo Parish on April 7, 1984. The Commission replaced the Caddo Parish Police Jury, which was established January 18, 1838. Under the Home Rule Charter form of government, an elected commission serves as the legislative branch and the Parish Administrator is the Chief Executive Officer and head of the executive branch of the parish government. The Administrator is responsible for carrying out policies adopted by the Commission, and is the supervisor of all Commission departments, offices, and agencies. He has the power to appoint and remove, subject to provisions of the Charter, all administrative officers and employees responsible to him.

### **Reporting Entity**

As required by GAAP, these financial statements present the primary government (the Commission) and its component units. Several agencies provide public services to Caddo Parish residents and should be included in the financial statements of the Commission as discrete component units. Component units are defined as legally separate organizations for which the Commission is financially accountable. The criteria used in determining whether financial accountability exists include the appointment of a voting majority of an organization's governing board, the ability of the primary government to impose its will on that organization or whether there is a potential for the organization to provide specific financial benefits or burdens to the primary government. Fiscal dependency may also play a part in determining financial accountability. Accordingly, financial data for the following entities is included in this report:

- District Attorney of the First Judicial District
- Caddo Correctional Center
- Caddo Parish Communications District Number 1
- Fire District Number 1
- Fire District Number 3
- Fire District Number 4
- Fire District Number 5
- Fire District Number 6
- Fire District Number 7
- Fire District Number 8

North Caddo Hospital Service District  
Sewerage District Number 2  
Sewerage District Number 7  
Waterworks District Number 7  
Pinehill Waterworks District Number 8

Current Louisiana law provides for the creation of various Districts for the provision of certain services on a parish-wide level. Examples include the Caddo Parish Public School System, Clerk of Court, Sheriff, Assessor, District Attorney, and Coroner. Each of these Districts is legally separate from the Commission and is governed by independently elected officials. The Commission is not considered to be accountable for these Districts due to the inability of the Commission to impose its will over the daily operations. These officials prepare their own budgets, designate their own management teams, issue debt, and levy their own taxes or fees. While some financial burdens are placed on the Commission by these Districts, it is not considered significant enough to warrant their inclusion in the reporting entity.

### **Budgetary Control**

The Commission maintains a system of budgetary controls, the objective of which is to ensure compliance with the annual appropriated budget. The annual budget serves as the foundation for the Commission's financial planning and control. Prior to November 1, the Parish Administrator submits to the Commission a proposed operating budget for the fiscal year commencing the following January 1. The operating budget includes proposed expenditures and the means of financing them. A public hearing is then conducted, after proper official journal notification, to obtain taxpayer comments. Prior to December 27, the budget is legally enacted through passage of an ordinance.

The budget ordinance is structured such that revenues are budgeted by source, and appropriations are budgeted by department (function) or program expenditures. The Home Rule Charter provides that expenditures may not legally exceed appropriations on a functional (departmental or program) basis. Expenditures approved on a functional level are detailed by object account by the Parish Administrator and Finance Director. Revisions to the budget as enacted at the department (function) or program level require Commission action. Revisions at the object level can be approved by the Parish Administrator without seeking approval of the Commissioners. Several such revisions were made during the year ended December 31, 2011.

### **Local Economy**

The economy of Northwest Louisiana remains stable. The stable outlook reflects the expectation that economic conditions throughout the region will likely remain positive, allowing growth and diversification to continue. We expect assessed valuation growth to continue, allowing the Commission to maintain its strong financial position while prudently administering its capital needs. The unemployment rate decreased from 7.4% in 2010 to 7.2% in 2011, which is below the national average and is expected to improve in 2012.

Several factors will play a role in determining Caddo Parish's economic course over the next two years including activity in the Haynesville Shale, the construction of a new casino in Bossier City, new firms entering the market, and the closure of General Motors (GM). According to leading economists, there will be very modest job growth in 2012.

Although there has been reduced activity related to the Haynesville Shale, drilling and service companies have demonstrated their commitment to the Haynesville Shale by making significant investments in the area, including: \$30 million investment by Baker Hughes that will create 138 jobs; \$20 million capital investment by Halliburton; Petrohawk moved into a new, 70,000 square foot building; Select Energy built a new \$1 million facility for 40 new workers; and BJ Services, now a part of Baker Hughes, is making a \$65 million investment that will retain 440 jobs and add 133 more. The area has received significant

development from the Haynesville Shale which has generated over \$44 million in lease bonus and royalty payments to the Commission from 2007 to 2011 and over \$300,000 in monthly royalty payments despite the current low price of natural gas.

Caddo Parish will also see economic boosts from other companies that are making investments in the area. Ronpak, a producer of custom printed paper bags, announced it will build a \$16.8 million facility at the Port of Shreveport-Bossier. Construction will begin in the fourth quarter of this year and open at the end of 2012 with 175 new jobs. Louisiana College is spending \$20 million to renovate the Joe D. Waggoner Federal Building to house a new Law School to open in 2013 with 300 students and faculty. The State supported a \$9 million investment at Libbey Glass that will retain 814 jobs. The Cyberspace Innovations Center is planning a new \$25 million, 80,000 square foot building to start in 2012 and finish in 2013, adding about 130 jobs.

There are some areas of concerns for the region's economic growth. In November 2011, the citizens of Bossier City, LA approved a referendum to allow the Isle of Capri to build a new casino in Bossier City. The new casino, called "Magaritaville", will be a one-story casino with a 396-room hotel at a cost of \$181 million and a workforce of 1,200. The concern is that this new casino will result in a significant loss of business from the other casinos, which can result in a reduction of gaming revenue for Caddo Parish. GM will close its assembly and stamping plants in Shreveport by June 2012, affecting 800 employees. State and regional economic development professionals are working to obtain a new tenant for the GM facility.

Caddo Parish's diverse economy should help the region absorb the huge hit when GM closes. The area has major manufacturing employers such as Libbey Glass, Frymaster, and Cellxion Inc. Another buffer for the area's economy is the huge military presence with the Barksdale Air Force Base, which has over 9,000 employees.

### **Long-Term Financial Planning**

The Commission continually addresses long-term financial concerns to ensure resources are available to meet future needs and allow for continuity of services. The decision of the Commission to obtain voter approval for a \$30 million bond issue and rededication of the public works' property tax millage and sales tax rate has been a very effective strategic financial plan which has enabled Caddo Parish to address some critical capital projects and financial needs without raising taxes. The last \$4 million of these bonds will be appropriated in 2013. The Commission is committed to using its oil and gas monies to ensure monies are available to fund future capital projects as well as provide a source of revenue for operating expenditures if the need arises. The Commission also has over \$40 million in its General Fund to provide financial resources in the event of a major interruption in budgeted revenues.

### **Relevant Financial Policies**

The Commission has a cash management program, which consists of pooling cash and investments for all funds of the Commission except the Shreve Memorial Library. Available cash was invested in a special bank "investment account" collateralized by obligations of U. S. government agencies or insured by the Federal Deposit Insurance Corporation. Additional investments are accomplished through purchases of obligations of the U. S. Treasury, obligations of U. S. government agencies, and by participation in the Louisiana Asset Management Pool Inc.

Appropriate fund balance levels vary widely among individual funds. The primary consideration is the fund revenue structure. Long-range plans and anticipated requirements for new services or capital expenditures are also important. It is a general goal to maintain a fund balance of 25% in those funds that rely heavily upon ad valorem tax revenues. A fund balance of 10% is considered adequate for funds with sales taxes or other revenue sources that are collected evenly during the year. The Parish Commission has established a policy to maintain a fund balance of \$1,000,000 for the General Fund. At December 31, 2011, the Commission's total fund balance was \$192 million and represented 198% of total revenues.

The Commission maintains limited risk management programs for general liability and workers' compensation. As part of this plan, workers are trained in accident prevention and hazard avoidance techniques. Third-party coverage of \$3,000,000 is maintained for general liability claims. Retention limits are \$100,000 per claim with an annual aggregate total of \$250,000. Third-party coverage is also maintained for workers' compensation cases above \$350,000. In addition to the revenues collected in the General Insurance Fund, resources are designated within the General Fund for payment of potential claims. The Commission is partially self-insured for employee medical and life insurance with third-party coverage for occurrences over \$125,000 and aggregate stop-loss coverage for losses in excess of 125% of expected claims.

#### **Awards**

The Government Finance Officers Association (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to the Commission for its CAFR for the fiscal year ended December 31, 2010. In order to be awarded a Certificate of Achievement, the Commission published an easily readable and efficiently organized CAFR. This report satisfied both GAAP and applicable legal requirements.

The Certificate of Achievement is valid for a period of one year only. We believe that our current CAFR continues to meet the certificate requirements and we are submitting it to the GFOA to determine its eligibility for another certificate.

#### **Acknowledgments**

The preparation of this report could not be accomplished without the dedicated and efficient services of the entire Department of Finance staff and the assistance of the Commission's independent auditors, Roberts, Cherry, & Company. Substantial recognition should also be given to the Commission and our Parish Administrator, Mr. Woodrow Wilson, Jr., for their interest and support in conducting the financial operations of the Commission in a responsible and progressive manner.

Sincerely,

A handwritten signature in black ink, reading "Erica R. Bryant". The signature is fluid and cursive, with the first name "Erica" and last name "Bryant" clearly legible.

Erica R. Bryant  
Director of Finance and Human Resources

# Certificate of Achievement for Excellence in Financial Reporting

Presented to

**Caddo Parish Commission  
Louisiana**

**For its Comprehensive Annual  
Financial Report  
for the Fiscal Year Ended  
December 31, 2010**

**A Certificate of Achievement for Excellence in Financial  
Reporting is presented by the Government Finance Officers  
Association of the United States and Canada to  
government units and public employee retirement  
systems whose comprehensive annual financial  
reports (CAFRs) achieve the highest  
standards in government accounting  
and financial reporting.**



*Linda C. Davison*

President

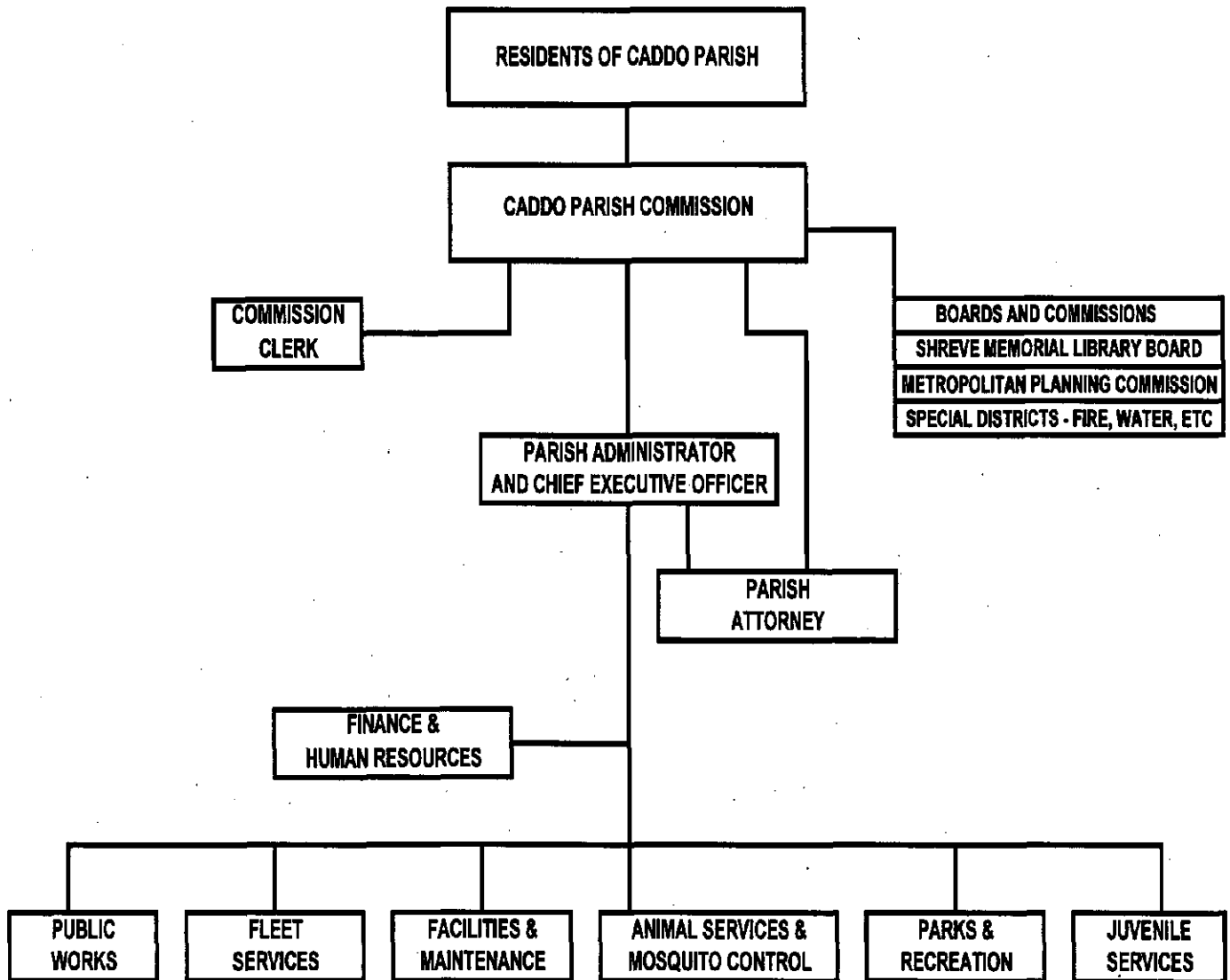
*Jeffrey R. Emer*

Executive Director

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**CADDO PARISH COMMISSION**  
**Shreveport, Louisiana**

**Organizational Chart**



**CADDO PARISH COMMISSION**  
**Shreveport, Louisiana**

**Appointed Officials per Home Rule Charter**

Mr. Woodrow "Woody" Wilson, Jr.	Parish Administrator and Chief Executive Officer
Ms. Erica R. Bryant	Director of Finance and Human Resources
Mr. Robert Glass	Director of Public Works
Mr. Norman "Keith" McClung	Director of Facilities and Maintenance
Mr. Larry R. Raymond	Director of Parks and Recreation
Mr. Everett Harris	Director of Animal Services and Mosquito Control
Mr. H. Clay Walker	Director of Juvenile Services
Mr. Todd Hopkins	Commission Clerk
Mr. Charles Grubb	Parish Attorney



# CADDO PARISH COMMISSION

## SHREVEPORT, LOUISIANA

### COUNCIL-MANAGER FORM OF GOVERNMENT



**Doug Dominick**  
District 1 • Republican  
Term began: 2007



**Lyndon B. Johnson**  
District 2 • Democrat  
Term began: 2010



**Michael D. Williams**  
District 3 • Democrat  
Term began: 2011



**Matthew Linn**  
District 4 • Republican  
Term began: 2008



**Joyce Bowman**  
District 5 • Democrat  
Term began: 2010



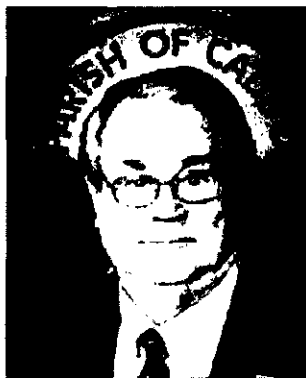
**Lindora Baker**  
District 6 • Democrat  
Term began: 2008



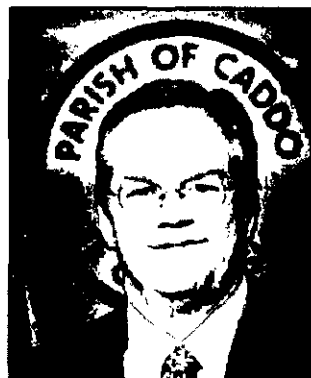
**Stephanie Lynch**  
District 7 • Democrat  
Term began: 2004



**John Escudé**  
District 8 • Republican  
Term began: 2006



**Michael Thibodeaux**  
District 9 • Republican  
Term began: 2008



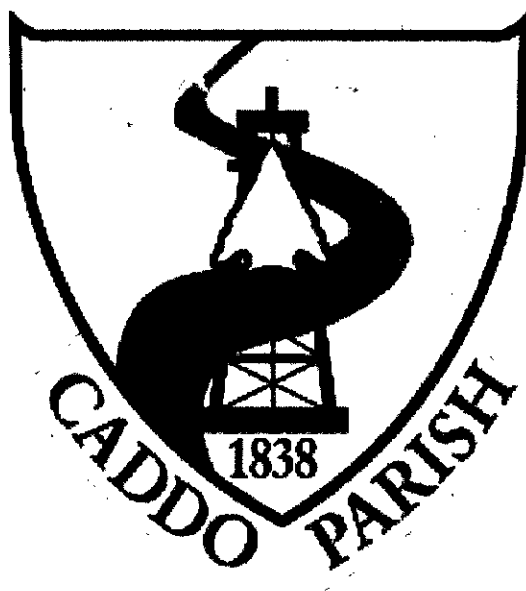
**David Cox**  
District 10 • Republican  
Term began: 2004



**Jim Smith**  
District 11 • Republican  
Term began: 2006



**Ken Epperson**  
District 12 • Democrat  
Term began: 2008



**ROBERTS, CHERRY AND COMPANY**  
*Certified Public Accountants, Consultants*

**Independent Auditor's Report**

The Members of the Caddo Parish Commission  
Shreveport, Louisiana

We have audited the accompanying financial statements of the governmental activities, each major fund, and the aggregate remaining fund information of the Caddo Parish Commission (the Commission) as of and for the year ended December 31, 2011, which collectively comprise the Commission's basic financial statements of the Commission's primary government as listed in the table of contents. We have also audited the financial statements of each of the Commission's nonmajor governmental, internal service, and fiduciary funds presented as supplementary information in the accompanying combining and individual fund financial statements as of and for the year ended December 31, 2011, as listed in the table of contents. These financial statements are the responsibility of the Commission's management. Our responsibility is to express opinions on these financial statements based on our audit. With the exception of the District Attorney of the First Judicial District and the Caddo Correctional Center, we did not audit the financial statements of the remaining discretely presented component units as described in note 1(a) to the financial statements. Those financial statements were audited by other auditors, whose reports thereon were furnished to us, and our opinion, herein, insofar as it relates to the amounts included for these entities, is based upon the reports of the other auditors and represent 82% and 46%, respectively, of the assets and revenues of the aggregate discretely presented component units.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, based upon our audit and the reports of the other auditors, the basic financial statements referred to above present fairly, in all material respects, the financial position of the governmental activities, each major fund, and the aggregate remaining fund information of the Caddo Parish Commission as of December 31, 2011, and the respective changes in financial position and, where applicable, cash flows, thereof for the year then ended in conformity with accounting principles generally accepted in the United States of America. In addition, in our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of each nonmajor governmental, internal service, and fiduciary fund of the Commission, as of December 31, 2011, and the respective changes in financial position and cash flows, where applicable, thereof for the year then ended in conformity with accounting principles generally accepted in the United States of America.

In accordance with *Government Auditing Standards*, we have also issued our report dated June 29, 2012, on our consideration of the Commission's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be considered in assessing the results of our audit.

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis, beginning on page 3, and the budgetary comparison information and schedule of funding progress listed as Required Supplementary Information in the table of contents, be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the Commission's financial statements as a whole. The introductory section, combining and individual nonmajor fund financial statements and statistical section, are presented for purposes of additional analysis and are not a required part of the financial statements. The combining and individual nonmajor fund financial statements are the responsibility of management and were derived from and relate directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole. The introductory and statistical sections have not been subjected to the auditing procedures applied in the audit of the basic financial statements and, accordingly, we do not express an opinion or provide any assurance on them.

ROBERTS, CHERRY AND COMPANY

ROBERTS, CHERRY AND COMPANY

A Corporation of Certified Public Accountants  
Shreveport, Louisiana  
June 29, 2012

# **CADDO PARISH COMMISSION**

## **Shreveport, Louisiana**

### **Management's Discussion and Analysis** **December 31, 2011**

We offer readers of the Caddo Parish Commission's (the Commission) financial statements this narrative overview and analysis of the financial activities of the Commission for the fiscal year ended December 31, 2011. We encourage readers to consider the information presented here in conjunction with additional information that we have furnished in our letter of transmittal.

#### **Financial Highlights**

Key financial highlights for the 2011 fiscal year include the following:

- The assets of the Commission exceeded its liabilities at the close of the fiscal year by \$371,947,438 (net assets). Of this amount, approximately \$73.8 million (unrestricted net assets) may be used to meet the Commission's obligations to citizens and creditors.
- The total net assets of the Commission increased by \$1,047,841 for the year ended December 31, 2011.
- As of the close of the fiscal year, the Commission's governmental funds reported a combined ending fund balance of \$191,914,039, an increase of \$350,881 in comparison with the prior fiscal year. Of this amount, \$12.8 million was unassigned and available for spending; \$105,654 was non-spendable for prepaid items; \$98.9 million was subject to external restrictions on how it may be used; \$40.5 million was committed to contingencies; \$15.1 million was committed to subsequent years' expenditures, economic development, and capital projects; \$24.5 million was assigned to special services, encumbrances, and future claims.
- At the end of the fiscal year, unassigned fund balance for the General Fund was \$12.8 million or 153% of total General Fund expenditures.
- The Commission's total long-term liabilities decreased by \$1.8 million (4.3%) during the fiscal year as a result of principal payments.

#### **Overview of the Financial Statements**

This Management's Discussion and Analysis (MD&A) is intended to serve as an introduction to the Commission's basic financial statements. The Commission's basic financial statements comprise three components: (1) government-wide financial statements, (2) fund financial statements, and (3) notes to the financial statements. This report also contains other supplementary information in addition to the basic financial statements themselves.

*Government-wide financial statements.* The government-wide financial statements are designed to provide readers with a broad overview of the Commission's finances, in a manner similar to a private sector business.

The statement of net assets presents information on all of the Commission's assets and liabilities, with the difference between the two reported as net assets. Over time, increases or decreases in net assets may serve as a useful indicator of whether the financial position of the Commission is improving or deteriorating.

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The statement of activities presents information showing how the Commission's net assets changed during the fiscal year. All changes in net assets are reported as soon as the underlying event giving rise to the change occurs, regardless of the timing of related cash flows. Thus, revenues and expenses are reported in this statement for some items that will only result in cash flows in future fiscal periods (e.g., uncollected taxes and earned but unused vacation leave).

The statement of net assets and the statement of activities distinguish functions of the Commission that are principally supported by taxes, intergovernmental revenues, and charges for services (governmental activities) from other functions that are intended to recover all or a significant portion of their costs through user fees and charges (business-type activities). The Commission's governmental activities include general government, criminal justice, health and welfare, highways and streets, building facilities, drainage, sanitation, cultural and recreation, and economic development. The Commission did not report any business-type activities for the current fiscal year.

*Fund financial statements.* A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. The Commission, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. All of the funds of the Commission can be divided into three categories: governmental funds, proprietary funds, and fiduciary funds.

*Governmental funds.* Governmental funds are used to account for essentially the same functions reported as governmental activities in the government-wide financial statements; however, unlike the government-wide financial statements, governmental fund financial statements focus on near-term inflows and outflows of spendable resources, as well as on balances of spendable resources at the end of the fiscal year. Such information may be useful in evaluating the Commission's near-term financing requirements.

Because the focus of governmental funds is narrower than that of the government-wide financial statements, it is useful to compare the information presented for governmental funds with similar information presented for governmental activities in the government-wide financial statements. By doing so, readers may better understand the long-term impact of the Commission's near-term financing decisions. Both the governmental fund balance sheet and the governmental fund statement of revenues, expenditures, and changes in fund balances provide a reconciliation to facilitate this comparison between governmental funds and governmental activities.

The Commission maintains 22 individual governmental funds. Information is presented separately in the governmental funds balance sheet and in the governmental funds statement of revenues, expenditures, and changes in fund balances for the General Fund, Public Works Fund, Detention Facilities Fund, Biomedical Fund, Criminal Justice Fund, Head Start Fund, Shreve Memorial Library Fund, and the Capital Outlay Fund, all of which are considered to be major funds. Data for the other 14 governmental funds are combined into a single, aggregated presentation. Individual fund data for each of these nonmajor governmental funds is provided in the form of combining statements elsewhere in this report.

The Commission adopts an annual appropriated budget for its General Fund and certain special revenue funds. Budgetary comparison schedules have been provided to demonstrate compliance with these budgets.

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***Proprietary funds.*** The Commission maintains only one type of proprietary fund, internal service funds, and therefore does not report any business-type activities in the government-wide financial statements. Internal service funds are an accounting device used to accumulate and allocate costs internally among the Commission's various functions. The Commission uses internal service funds to account for its healthcare, workers' compensation, and fleet services. Because these services predominantly benefit governmental rather than business-type functions, they have been included within governmental activities in the government-wide financial statements.

The internal service funds are combined into a single, aggregated presentation in the proprietary fund financial statements. Individual fund data for the internal service funds is provided in the form of combining statements elsewhere in the report.

***Fiduciary funds.*** Fiduciary funds are used to account for resources held for the benefit of parties outside Caddo Parish. Fiduciary funds are not reflected in the government-wide financial statements because the resources of those funds are not available to support the Commission's own programs. The accounting used for fiduciary funds is much like that used for proprietary funds.

***Notes to basic financial statements.*** The notes provide additional information that is essential to a full understanding of the data provided in the government-wide and fund financial statements.

***Other information.*** In addition to the basic financial statements and accompanying notes, this report also presents certain required supplementary information concerning the Commission's compliance with budgets for its major funds.

The combining statements referred to earlier in connection with nonmajor governmental funds and internal service funds are presented immediately following the required supplementary information on budgetary comparisons.

### **Financial Analysis of Government-Wide Activities**

As noted earlier, net assets may serve over time as a useful indicator of a government's financial position. In the case of the Commission, assets exceeded liabilities by \$371,947,438 at the close of the fiscal year.

The largest portion of the Commission's net assets totaling approximately \$200 million (54%) reflects its investment in capital assets (e.g., land, buildings, streets, drainage, machinery, and equipment) less any related debt used to acquire those assets that are still outstanding. The Commission uses these capital assets to provide services to citizens; consequently, these assets are not available for future spending. Although the Commission's investment in its capital assets is reported net of related debt, it should be noted that the resources needed to repay this debt must be provided from other sources, since the capital assets themselves cannot be used to liquidate these liabilities.

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**Net Assets**  
December 31, 2011 and 2010

	<b>Governmental activities</b>	
	<b>2011</b>	<b>2010</b>
Current and other assets	\$ 206,054,664	\$ 202,268,281
Capital assets, net	<u>213,754,003</u>	<u>215,200,486</u>
<b>Total assets</b>	<b><u>419,808,667</u></b>	<b><u>417,468,767</u></b>
Current and other liabilities	7,927,084	4,860,230
Long-term liabilities	<u>39,934,145</u>	<u>41,708,940</u>
<b>Total liabilities</b>	<b><u>47,861,229</u></b>	<b><u>46,569,170</u></b>
<b>Net assets:</b>		
Invested in capital assets, net of related debt	200,052,220	203,204,013
Restricted	98,055,061	98,040,119
Unrestricted	<u>73,840,157</u>	<u>69,655,465</u>
<b>Total net assets</b>	<b><u>\$ 371,947,438</u></b>	<b><u>\$ 370,899,597</u></b>

There are 26.4% of net assets, which represent resources that are subject to external restrictions on how they may be used. Those monies are restricted for highways, streets and drainage (\$39.6 million), culture and recreation (\$17.5 million), sanitation (\$18.3 million), criminal justice (\$8.9 million), building facilities (\$7.3 million), and other restricted purposes (6.4 million). Included in other restricted purposes is \$2,120,631 of debt service funds.

The remaining balance of unrestricted net assets of \$73,840,157 is used to meet the Commission's ongoing obligations to citizens and creditors.

At the end of the fiscal year, the Commission is able to report positive balances in all three categories of net assets.



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The Commission's net assets increased by \$1,047,841 during the fiscal year. The Commission's total revenues and expenses for governmental activities are reflected in the following chart:

**Changes in Net Assets**  
**Years ended December 31, 2011 and 2010**

	<b>Governmental activities</b>	
	<b>2011</b>	<b>2010</b>
<b>Revenues:</b>		
<b>Program revenues:</b>		
Charges for services	\$ 2,989,725	\$ 2,645,997
Operating grants and contributions	16,692,629	16,564,361
Capital grants and contributions	3,050,465	4,708,209
<b>General revenues:</b>		
Property taxes	54,104,218	52,370,945
Sales taxes	12,006,642	14,559,426
Gaming	2,237,636	2,338,090
Oil and gas leases	5,420,282	8,351,107
Other general revenues	4,120,394	4,280,022
<b>Total revenues</b>	<b>100,621,991</b>	<b>105,818,157</b>
<b>Expenses:</b>		
General government	7,709,389	6,549,613
Criminal justice	21,841,684	18,968,239
Health and welfare	15,565,558	15,267,264
Highways, streets, and drainage	26,503,926	25,089,046
Building facilities	5,769,722	5,348,618
Sanitation	2,372,445	2,150,401
Culture and recreation	14,994,662	13,619,989
Economic development	3,241,152	3,001,612
Interest and fees on long-term debt	1,575,612	1,528,698
<b>Total expenses</b>	<b>99,574,150</b>	<b>91,523,480</b>
<b>Increase in net assets</b>	<b>1,047,841</b>	<b>14,294,677</b>
<b>Net assets, beginning of year</b>	<b>370,899,597</b>	<b>356,604,920</b>
<b>Net assets, end of year</b>	<b>\$ 371,947,438</b>	<b>\$ 370,899,597</b>

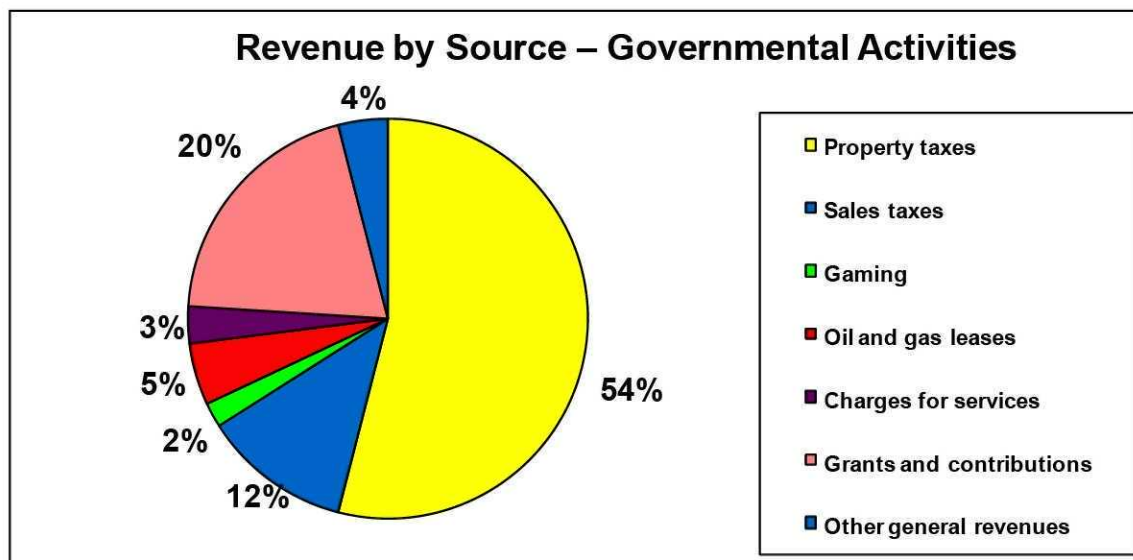
Program revenues decreased by \$1.2 million in 2011 compared to 2010, primarily as a result of a decrease in capital grants and contributions. In 2011, the Commission accepted roads into its maintenance system (\$1.6 million), was donated a building by a private entity (.7 million), and received capital grants to purchase flood-prone properties and complete infrastructure improvements for its townships (.5 million).

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General revenues, specifically property taxes, sales taxes, gaming, and oil and gas leases are the largest component of revenues (73%). Property taxes represent 54% of revenues at \$54.1 million. Property taxes increased during the fiscal year due to an increase in the property tax assessment resulting from the completion of new residential and commercial construction projects. Sales tax revenue decreased by 17.5% and oil and gas leases decreased by 35%. Sales taxes and oil and gas leases were significantly impacted by the decline in lease and drilling activities relating to the Haynesville Shale, one of the largest natural gas deposits in the United States. A significant portion of the Haynesville Shale is located in Caddo Parish and the Caddo Parish Commission, as a major landowner in the Parish, has profited from the significant lease bonuses and royalty payments paid to property owners to lease mineral rights in the Haynesville Shale. The Commission also experienced increases in sales tax revenue from equipment purchases related to the Haynesville Shale. Drilling activity significantly declined in 2011 resulting in a decrease in sales taxes. The Commission netted proceeds of over \$5 million in lease bonus and royalty payments for 2011. This is down from the \$8.3 million in 2010 due to a decline in the amount of property leased in 2011, lower prices for natural gas, and reduced drilling activity. The lease bonus money is one-time, non-recurring revenue that normally declines as leasing activity subsides. The royalty payments are recurring payments that vary based on the price of natural gas and the amount of gas extracted each year. Lease bonus money and royalties are expected to continue to decline. The revenue related to the oil and gas leases are recorded in the Oil and Gas Fund. Gaming revenues decreased 4.3% in 2011. Gaming revenues consist of a share of the proceeds from two riverboat casinos and video poker machines operated within the unincorporated areas of Caddo Parish. Gaming revenue is highly vulnerable given that the amount of revenue depends primarily on total revenues earned by the casinos.



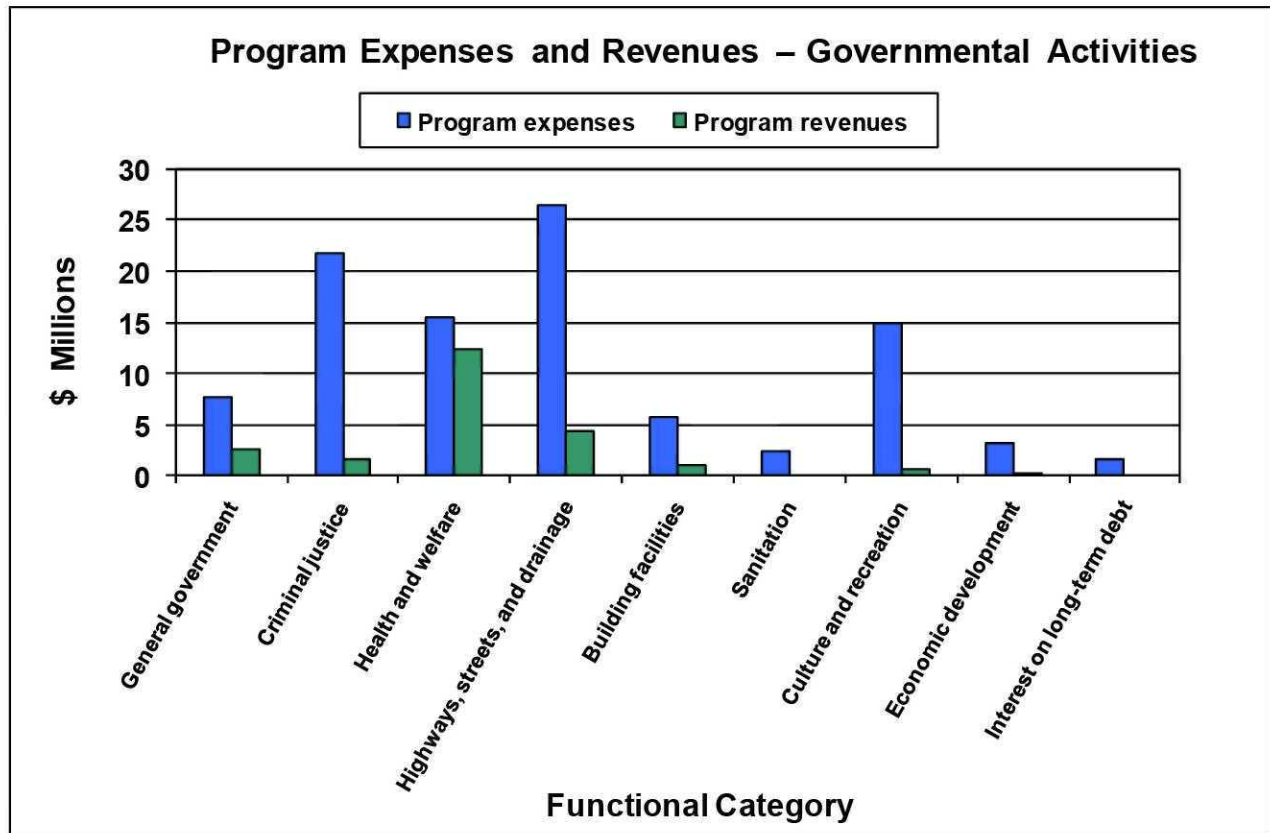
The statement of activities shows that \$3 million was financed by those who use the services, \$19.7 million by grants and contributions, and \$77.9 million with the Commission's general revenues.

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The Commission's four largest programs are criminal justice; health and welfare; highways, streets, and drainage; and culture and recreation. The graph below shows the expenses and program revenues generated by governmental activities:



Expenses totaled \$99.6 million in 2011 compared to \$91.5 million in 2010, an increase of 8.8%. The key factors for the increase were:

- General government increased by \$1.2 million (17.7%) due to an increase in capital expenses associated with the purchase of a parking garage for the Selber Building, which was donated in 2011, and renovation costs associated with the Selber Building.
- Criminal justice increased by \$2.9 million (15%) resulting from expenses incurred for building improvements for the Caddo Correctional Center (CCC).
- Highways, streets, and drainage increased by \$1.4 million due to an increase in costs associated with the annual road treatment program.
- Culture and recreation increased by \$1.4 million (10%) as a result of an increase in capital expenditures.

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### **Financial Analysis of the Caddo Parish Commission's Funds**

#### **Governmental Funds**

As noted earlier, the Commission uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements.

The focus of the Commission's governmental funds is to provide information on near-term inflows, outflows, and balances of spendable resources. Such information is useful in assessing the Commission's financing requirements. In particular, unassigned fund balance may serve as a useful measure of the Commission's net resources available for spending at the end of the fiscal year.

- As of the close of the fiscal year, the Commission's governmental funds reported a combined ending fund balance of \$191,914,039, an increase of \$350,881 in comparison with the prior fiscal year. Of this amount, \$105,654 or .06% could not be spent; \$12,852,085 or 6.7% was unassigned and available for spending; \$98,853,158 or 51.5% had external restrictions for its use; and \$55,583,996 or 29% was committed to contingencies, subsequent years' expenditures, economic development, and capital projects. The remainder of the fund balance is assigned to indicate that it is not available for new spending because it has already been obligated: (1) for special services (\$18,360,422), (2) to liquidate contracts and purchase orders of the prior period (\$5,558,724), or (3) to pay future claims (\$600,000).
- The General Fund is the chief operating fund of the Commission. At the end of the fiscal year, total fund balance of the General Fund was \$53,948,329. The unassigned portion is \$12.8 million. Therefore, it is available for spending at the Commission's discretion. The Commission committed \$40.5 million of the fund balance to contingencies. The remainder of the fund balance is assigned to future claims (\$600,000). The fund balance of the Commission's General Fund increased by \$11,503,924. Key factors in this increase are a transfer of \$10,000,000 from the Oil and Gas Fund, a transfer of \$1,075,000 from the Criminal Justice Fund, and a transfer of \$250,000 from the Riverboat Fund.
- The Shreve Memorial Library Fund has a total fund balance of \$14,425,681. The majority of the fund balance (\$8.6 million) has external restrictions for its use. The fund balance includes \$105,654 for prepaid items that cannot be spent. A portion of the fund balance is committed to subsequent years' expenditures (\$5 million). The remainder of the fund balance is assigned to liquidate contracts and purchase orders of the prior period (\$.7 million). Fund balance decreased by \$1,795,306, largely due to an increase in capital expenditures.
- The Detention Facilities Fund has a total fund balance of \$4,060,790 the majority of which (\$4,056,112) has external restrictions for its use. The remaining balance is assigned to liquidate contracts and purchase orders of the prior period (\$4,678). This fund accounts for the proceeds of a special ad valorem tax and other revenues dedicated to the maintenance and operation of the Caddo Correctional Center. Fund balance increased by \$1,300,921, largely due to a transfer of \$900,000 from the Criminal Justice Fund, and an increase in ad valorem tax revenue.
- The Public Works Fund has a total fund balance of \$31,742,059. The majority of the fund balance (\$22.5 million or 71%) has external restrictions on its use. The remainder of the fund balance (\$9.2 million or 29%) is designated for subsequent year's expenditures related to capital projects. Expenditures in this fund are dedicated to road, bridge, and drainage improvement.
- The Head Start Fund accounts for federal monies received by the Commission that are passed through to the Caddo Community Action Agency. No fund balance is maintained. The funds passed through increased from the prior year by \$238,492.

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- The Biomedical Fund has a total fund balance of \$389,301. All of the fund balance has external restrictions on its use. This fund is used to account for expenditures incurred by the Biomedical Research Center and are paid based on the amount appropriated in the annual budget.
- The Capital Outlay Fund has a total fund balance of \$10,275,912, of which, \$5.1 million has external restrictions on its use, \$3 million is committed to capital project expenditures, and \$4.8 is assigned to liquidate contracts and purchase orders of the prior period. A net increase of \$4,000,716 occurred during the fiscal year. Expenditures in this fund are for specific projects, as outlined in the Commission's capital projects budget and are not expected to be similar from year to year.
- The Criminal Justice Fund has a total fund balance of \$1,262,258, all of which has external restrictions on its use. Fund balance increased by \$362,437, largely due to an increase in ad valorem tax revenue.

#### **Proprietary Funds**

The only proprietary funds the Commission maintains are the three internal service funds for healthcare, workers' compensation, and fleet services. The total net assets of the internal service funds were \$5,883,157, which was an increase of \$317,725 from the prior year. The increase is due to employer and employee contributions for health and life and insurance (\$4,392,263) exceeding the amount of health claims for the year (\$3,807,181).

#### **General Fund Budgetary Highlights**

The budget policy of the Commission complies with state law, as amended, and as set forth in Louisiana Revised Statutes Title 39, Chapter 9, Louisiana Local Government Budget Act (LSA-R.S. 39:1301 et seq.).

The original 2011 budget for the General Fund of the Caddo Parish Commission was adopted on December 09, 2010. During the year, the Commission revised the General Fund budget to reflect changes in revenues and/or expenditures. The major difference between the original budget and the final budget was: total budgeted expenditures were increased by \$4,000 to increase the appropriation for travel costs for the Justices of the Peace and Constables. Differences between the budget and the actual results of the General Fund are as follows:

#### **Revenues**

- Ad valorem taxes exceeded the budget by \$524,788 due to increased property assessments.
- Licenses and permits exceeded the budget by \$125,888 as a result of increased collections of insurance license fees primarily due to an increase in the number of insurance providers.
- Charges for services exceeded the budget by \$10,527 because of an increase in cable franchise fees.
- Intergovernmental revenues exceeded the budget by \$70,475 primarily due to an increase in timber sales.
- Gaming revenue exceeded the budget by \$42,724 due to an increase in video poker resulting from an increase in the number of video poker establishments.
- Use of money and property was \$123,396 more than the budget because of the additional interest earned on a \$10,000,000 transfer from the Oil and Gas fund.

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*Expenditures*

- Total 2011 General Fund expenditures did not exceed the budget and none of the functions exceeded the individual budget.

**Capital Assets and Debt Administration**

*Capital assets:* The Commission's investment in capital assets as of December 31, 2011, was \$213,754,003 (net of accumulated depreciation). This investment in capital assets includes land, buildings, and improvements, streets, drainage, furniture and equipment, and construction in progress. The table below shows the value at the end of the fiscal year.

**Capital Assets**  
**December 31, 2011 and 2010**  
**(Net of depreciation)**

	<b>Governmental activities</b>	
	<b>2011</b>	<b>2010</b>
Land and land improvements	\$ 14,583,773	\$ 14,570,950
Buildings and structures	55,911,787	56,364,247
Equipment and vehicles	9,521,251	8,683,864
Infrastructure	127,571,632	134,077,923
Construction in progress	6,165,560	1,503,502
<b>Total net assets</b>	<b>\$ 213,754,003</b>	<b>\$ 215,200,486</b>

Major additions to capital assets during the fiscal year included the following:

- Completed major rehabilitation on roads (\$2.3 million).
- Purchased new vehicles and equipment (\$2.1 million).
- Added four new bridges (\$1.6 million).
- Replaced HVAC system at Government Plaza (\$.5 million)
- Obtained the Selber Building as a donation from a private entity (\$.7 million).
- Purchased parking garage for Selber Building (\$.5 million).
- New sheriff substation on Mansfield Road (\$.4 million)
- Purchased new library books and library equipment (\$1.2 million).

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*Long-term debt.* At the end of the fiscal year, the Commission had total debt outstanding of \$35,810,000. The following table summarizes debt outstanding at December 31, 2011:

**Outstanding Debt**  
**December 31, 2011 and 2010**

	<b>Governmental activities</b>	
	<b>2011</b>	<b>2010</b>
General obligation bonds	\$ 28,930,000	\$ 30,070,000
Limited tax revenue bonds	5,745,000	6,000,000
Certificates of indebtedness, net of deferred loss	1,135,000	2,220,000
<b>Total</b>	<b>\$ 35,810,000</b>	<b>\$ 38,290,000</b>

The Commission's general obligation bonds continue to maintain a rating of AA+ by Standard and Poor's Financial Services.

For additional information regarding capital assets and long-term debt, see notes four and five to the basic financial statements.

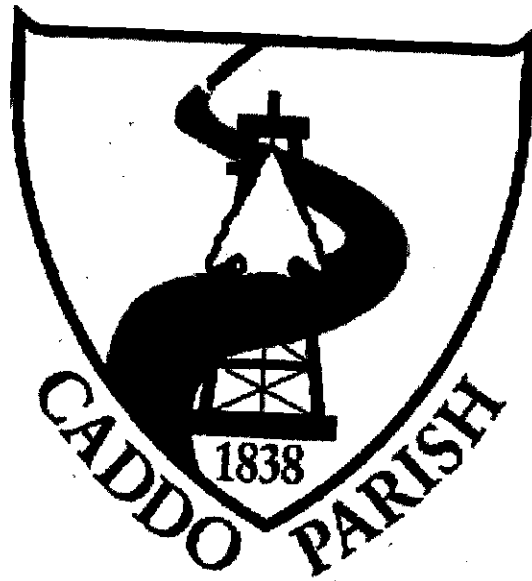
**Economic Factors and Next Year's Budgets and Rates**

The following economic factors were considered when the budget for fiscal year 2012 was presented to the Commission:

- An expected 1.98% increase in property tax assessments and a 12% decrease in sales tax revenue, primarily because the activity related to the Haynesville Shale is expected to continue to decline. Revenues are estimated at conservative levels to guard against unanticipated economic downturns, unexpected decrease in state revenues or decreases in revenue collections.
- The continued increase in mandated costs from the state of Louisiana primarily in the criminal justice area. Criminal justice expenditures represent 61% of the 2012 budget for the General Fund.
- The positive economic condition for the Caddo Parish Commission due in large part from the continued growth in property tax revenue. Considering the positive economic outlook, the 2012 budget provided for an average of a 5% pay adjustment.
- An expected decrease in intergovernmental revenues resulting from reduced funding from the State of Louisiana.
- Increase in the rates for the group medical plan by 5% to offset the increase in claims and the increase in administrative costs.

**Requests for Information**

This financial report is designed to provide a general overview of the Commission's finances for all those with an interest in the Commission's finances. Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to the Director of Finance and Human Resources, Caddo Parish Commission, 505 Travis Street, Suite 850, Shreveport, LA 71101.





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**Statement of Net Assets**  
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	Primary Government	Component Units
<b>Assets</b>		
Cash and cash equivalents	\$ 12,638,520	\$ 16,675,562
Investments	136,784,109	5,543,934
Receivables, net	53,866,970	13,484,152
Due from other governments	2,404,261	1,362,767
Due from primary government	-	444,292
Inventories	86,801	353,546
Deferred bond issuance costs	168,349	73,110
Other assets	105,654	1,069,950
<b>Capital assets:</b>		
Land and construction in progress	20,749,333	1,345,090
Other capital assets, net of depreciation	193,004,670	36,111,318
<b>Total assets</b>	<b>419,808,667</b>	<b>76,463,721</b>
<b>Liabilities</b>		
Accounts payable	4,111,785	1,798,927
Accrued liabilities	649,208	839,570
Accrued interest payable	583,621	90,649
Retainage payable	829,927	-
Accrued insurance claims payable	862,669	536,770
Due to component units	715,216	-
Due to other governmental agencies	-	910
Unearned revenue	174,658	436,324
<b>Noncurrent liabilities:</b>		
Due within one year	3,338,039	3,505,324
Due in more than one year	36,596,106	20,395,470
<b>Total liabilities</b>	<b>47,861,229</b>	<b>27,603,944</b>
<b>Net Assets</b>		
Invested in capital assets, net of related debt	200,052,220	23,570,658
<b>Restricted for:</b>		
Criminal justice	8,903,567	-
Health and welfare	3,920,783	-
Highways, streets and drainage	39,599,882	-
Building facilities	7,326,514	-
Sanitation	18,275,434	-
Culture and recreation	17,474,916	-
Economic development	433,334	-
Debt service	2,120,631	2,140,244
Capital outlay	-	132,411
<b>Unrestricted</b>	<b>73,840,157</b>	<b>23,016,464</b>
<b>Total net assets</b>	<b>\$ 371,947,438</b>	<b>\$ 48,859,777</b>

The accompanying notes are an integral part of the financial statements.

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**Statement of Activities**  
**for the Year Ended December 31, 2011**

Functions/Programs	Program Revenues				Net (Expense) Revenue and Changes in Net Assets	
	Expenses	Charges for services	Operating grants and contributions	Capital grants and contributions	Primary Government	Component Units
<b>Primary government</b>						
Governmental activities:						
General government	\$ 7,709,389	\$ 2,350,622	\$ -	\$ 290,000	\$ (5,068,767)	\$ -
Criminal justice	21,841,684	75,065	1,583,113	-	(20,183,506)	-
Health and welfare	15,565,558	170,511	12,185,719	16,210	(3,193,118)	-
Highways, streets, and drainage	26,503,926	263,295	2,299,034	1,796,256	(22,145,341)	-
Building facilities	5,769,722	-	115,590	947,999	(4,706,133)	-
Sanitation	2,372,445	-	-	-	(2,372,445)	-
Culture and recreation	14,994,662	128,432	433,854	-	(14,432,376)	-
Economic development	3,241,152	1,800	75,319	-	(3,164,033)	-
Interest and fees on long-term debt	1,575,612	-	-	-	(1,575,612)	-
<b>Total primary government</b>	<b>\$ 99,574,150</b>	<b>\$ 2,989,725</b>	<b>\$ 16,692,629</b>	<b>\$ 3,050,465</b>	<b>\$ (78,841,331)</b>	<b>\$ -</b>
<b>Component units:</b>						
Judicial services	\$ 7,861,274	\$ 1,351,321	\$ 6,308,132	\$ -	\$ -	\$ (201,821)
Public safety	35,470,997	12,941,097	-	-	-	(22,529,900)
Fire protection services	10,266,187	1,882,447	4,181	25,299	-	(8,354,260)
Sewerage services	1,121,464	955,583	-	-	-	(165,881)
Water services	1,586,486	1,684,675	59,873	-	-	158,062
Hospital services	14,548,414	13,964,433	164,348	217,141	-	(202,492)
<b>Total component units</b>	<b>\$ 70,854,822</b>	<b>\$ 32,779,556</b>	<b>\$ 6,536,534</b>	<b>\$ 242,440</b>	<b>-</b>	<b>(31,296,292)</b>
<b>General revenues:</b>						
Taxes:						
Property taxes levied for general purposes					51,464,624	8,535,922
Property taxes levied for debt service					2,639,594	-
Sales taxes					12,006,642	15,635,185
Franchise taxes					205,527	-
Telephone tariff					-	4,080,129
State revenue sharing and supplemental pay					-	454,378
Gaming					2,237,636	-
Grants and contributions not restricted to specific programs					1,285,975	16,376
Oil and gas leases					5,420,282	-
Investment earnings					1,679,715	178,956
Inmate work release revenue					-	1,203,965
Fire insurance rebate					-	175,655
Emergency medical service revenue					-	191,784
Miscellaneous					949,177	2,260,808
<b>Total general revenues</b>					<b>77,889,172</b>	<b>32,733,158</b>
Change in net assets before gain					1,047,841	1,436,866
Gain on insurance reimbursement					-	453,194
<b>Change in net assets</b>					<b>1,047,841</b>	<b>1,890,060</b>
Net assets - beginning, as previously stated					370,899,597	45,517,246
Adjustment					-	1,452,471
Net assets - beginning, as restated					370,899,597	46,969,717
<b>Net assets - ending</b>					<b>\$ 371,947,438</b>	<b>\$ 48,859,777</b>

The accompanying notes are an integral part of the financial statements.

**CADDO PARISH COMMISSION**  
**Shreveport, Louisiana**

**GOVERNMENTAL FUNDS**  
**Balance Sheet**  
**December 31, 2011**

	General	Shreve Memorial Library Fund	Detention Facilities Fund	Public Works Fund
<b>Assets</b>				
Cash and cash equivalents	\$ 2,503,071	\$ 1,730,786	\$ -	\$ 1,306,289
Investments	42,677,228	-	-	22,253,900
Receivables, net:				
Ad valorem taxes	5,663,989	12,672,602	7,221,291	5,469,654
Paving assessments	-	-	-	115,505
Other	36,967	-	647	561,513
Accrued interest	178,936	-	-	93,373
Due from other funds	3,072,690	134,592	-	1,656,649
Due from other governments	197,439	263,252	163,257	762,800
Prepaid expenses	-	105,654	-	-
Total assets	<u>\$ 54,330,320</u>	<u>\$ 14,906,886</u>	<u>\$ 7,385,195</u>	<u>\$ 32,219,683</u>
<b>Liabilities and Fund Balances</b>				
<b>Liabilities</b>				
Accounts payable	\$ 110,740	\$ 147,338	\$ 102,889	\$ 270,969
Accrued liabilities	119,873	67,960	20,158	101,762
Retainage payable	-	-	-	-
Due to other funds	-	-	2,467,278	-
Deferred revenue	146,789	265,907	153,772	104,893
Due to component units	4,589	-	580,308	-
Due to other governments	-	-	-	-
Total liabilities	<u>381,991</u>	<u>481,205</u>	<u>3,324,405</u>	<u>477,624</u>
<b>Fund Balances</b>				
Nonspendable:				
Prepaid expenses	-	105,654	-	-
Restricted for:				
Criminal justice	-	-	4,056,112	-
Health and welfare	-	-	-	-
Highways, streets and drainage	-	-	-	22,484,915
Building facilities	-	-	-	-
Sanitation	-	-	-	-
Culture and recreation	-	8,581,594	-	-
Economic development	-	-	-	-
Debt service	-	-	-	-
Capital projects	-	-	-	-
Committed to:				
Contingencies	40,496,244	-	-	-
Economic development	-	-	-	-
Capital projects	-	-	-	-
Subsequent year's expenditures	-	5,041,934	-	9,257,144
Assigned to:				
Special services	-	-	-	-
Encumbrances	-	696,499	4,678	-
Future claims	600,000	-	-	-
Unassigned	12,852,085	-	-	-
Total fund balances	<u>53,948,329</u>	<u>14,425,681</u>	<u>4,060,790</u>	<u>31,742,059</u>
<b>Total liabilities and fund balances</b>	<u>\$ 54,330,320</u>	<u>\$ 14,906,886</u>	<u>\$ 7,385,195</u>	<u>\$ 32,219,683</u>

The accompanying notes are an integral part of the financial statements.

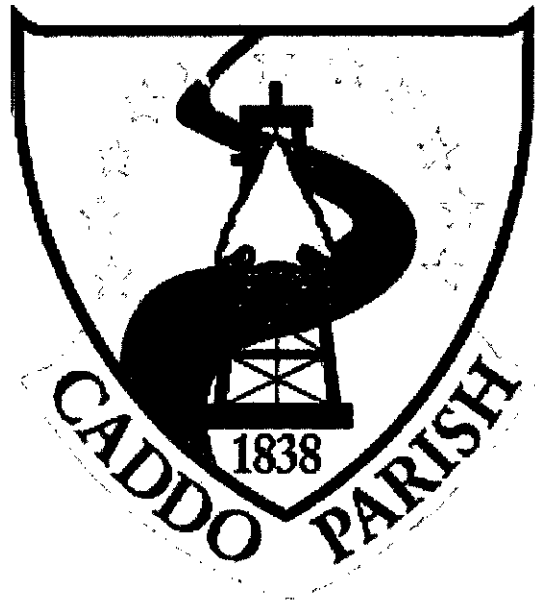
Head Start Fund	Biomedical Fund	Capital Outlay Fund	Criminal Justice Fund	Other Governmental Funds	Total Governmental Funds
\$ 300,000	\$ -	\$ 1,398,157	\$ -	\$ 4,439,285	\$ 11,877,588
-	-	11,464,740	-	55,361,533	131,757,401
-	2,392,838	-	4,591,782	12,715,155	50,727,311
-	-	-	-	-	115,505
-	-	-	-	1,398,657	1,997,784
-	-	48,096	-	232,317	552,722
-	-	284,729	-	3,499,431	8,648,091
-	49,838	231,685	94,202	641,788	2,404,261
-	-	-	-	-	105,654
<u>\$ 300,000</u>	<u>\$ 2,442,676</u>	<u>\$ 13,427,407</u>	<u>\$ 4,685,984</u>	<u>\$ 78,288,166</u>	<u>\$ 207,986,317</u>
\$ 300,000	\$ 301,162	\$ 2,321,568	\$ -	\$ 481,053	\$ 4,035,719
-	-	-	-	318,007	627,760
-	-	829,927	-	-	829,927
-	1,708,181	-	3,316,451	1,156,181	8,648,091
-	44,032	-	93,414	406,758	1,215,565
-	-	-	13,861	116,458	715,216
-	-	-	-	-	-
<u>300,000</u>	<u>2,053,375</u>	<u>3,151,495</u>	<u>3,423,726</u>	<u>2,478,457</u>	<u>16,072,278</u>
-	-	-	-	-	105,654
-	-	-	1,262,258	2,081,421	7,399,791
-	-	-	-	3,693,811	3,693,811
-	-	-	-	-	22,484,915
-	-	-	-	6,607,921	6,607,921
-	-	-	-	18,153,758	18,153,758
-	-	-	-	2,558,814	11,140,408
-	389,301	-	-	-	389,301
-	-	-	-	2,069,109	2,069,109
-	-	5,126,929	-	21,787,215	26,914,144
-	-	-	-	-	40,496,244
-	-	-	-	448,310	448,310
-	-	309,538	-	-	309,538
-	-	-	-	30,826	14,329,904
-	-	-	-	18,360,422	18,360,422
-	-	4,839,445	-	18,102	5,558,724
-	-	-	-	-	600,000
-	-	-	-	-	12,852,085
-	389,301	10,275,912	1,262,258	75,809,709	191,914,039
<u>\$ 300,000</u>	<u>\$ 2,442,676</u>	<u>\$ 13,427,407</u>	<u>\$ 4,685,984</u>	<u>\$ 78,288,166</u>	<u>\$ 207,986,317</u>

**CADDO PARISH COMMISSION**  
**Shreveport, Louisiana**

**Reconciliation of the Governmental Funds Balance Sheet  
to the Statement of Net Assets  
December 31, 2011**

Fund balances - total governmental funds		\$ 191,914,039
Amounts reported for governmental activities in the statement of net assets are different because:		
Capital assets used in governmental activities are not financial resources and, therefore, are not reported in the governmental funds.		
Governmental capital assets	516,402,209	
Less accumulated depreciation	<u>(302,943,457)</u>	213,458,752
Assets used in governmental activities that are not financial resources and, therefore, are not reported in the governmental funds.		
Deferred bond issuance costs		168,349
Some of the Commission's property taxes were collected more than sixty days after year-end and, therefore, are not available soon enough to pay for current-period expenditures.		
Deferred property tax revenue		1,040,907
Long-term liabilities, including bonds payable, are not due and payable in the current period and, therefore, are not reported in the governmental funds.		
Accrued interest payable	(583,621)	
Compensated absences	(2,374,757)	
Net other post employment benefit obligation	(1,749,388)	
Bonds and notes payable	<u>(35,810,000)</u>	(40,517,766)
Internal service funds are used by management to charge the costs of certain activities to individual funds. The assets and liabilities of the internal service funds are reported with governmental activities.		<u>5,883,157</u>
Net assets of governmental activities		<u>\$ 371,947,438</u>

The accompanying notes are an integral part of the financial statements.



**CADDO PARISH COMMISSION**  
**Shreveport, Louisiana**

**GOVERNMENTAL FUNDS**  
**Statement of Revenues, Expenditures, and Changes in Fund Balances**  
**for the Year Ended December 31, 2011**

	General	Shreve Memorial Library Fund	Detention Facilities Fund	Public Works Fund
<b>Revenues</b>				
Taxes	\$ 6,070,068	\$ 13,489,676	\$ 7,688,987	\$ 13,849,065
Licenses and permits	674,288	-	-	104,755
Intergovernmental revenues	1,285,975	397,843	226,632	2,470,712
Charges for services	205,527	-	-	158,540
Fines and forfeitures	-	110,726	-	-
Gaming	227,724	-	-	-
Use of money and property:				
Oil and gas leases	-	-	-	-
Rental, camping fees, and other	9,935	-	-	-
Investment earnings	453,461	41,089	2,280	291,508
Other revenues	88,438	259,859	35,464	94,329
<b>Total revenues</b>	<b>9,015,416</b>	<b>14,299,193</b>	<b>7,953,363</b>	<b>16,968,909</b>
<b>Expenditures</b>				
Current:				
General government	2,833,806	-	-	-
Criminal justice	5,376,377	-	7,341,749	-
Health and welfare	-	-	-	-
Highways, streets, and drainage	-	-	-	7,184,075
Building facilities	177,430	-	-	-
Sanitation	-	-	-	-
Culture and recreation	-	11,725,569	-	-
Economic development	-	-	-	-
Debt service:				
Principal	-	1,085,000	127,500	-
Interest	-	61,525	68,213	-
Fees and charges	-	-	200	-
Capital outlay	43,879	3,222,405	14,780	17,717
<b>Total expenditures</b>	<b>8,431,492</b>	<b>16,094,499</b>	<b>7,552,442</b>	<b>7,201,792</b>
Excess (deficiency) of revenues over (under) expenditures	<b>583,924</b>	<b>(1,795,306)</b>	<b>400,921</b>	<b>9,767,117</b>
Other financing sources (uses):				
Transfers in	11,325,000	-	900,000	106,396
Transfers out	(405,000)	-	-	(14,076,000)
Debt proceeds	-	-	-	-
<b>Total other financing sources (uses)</b>	<b>10,920,000</b>	<b>-</b>	<b>900,000</b>	<b>(13,969,604)</b>
<b>Net change in fund balances</b>	<b>11,503,924</b>	<b>(1,795,306)</b>	<b>1,300,921</b>	<b>(4,202,487)</b>
Fund balances - beginning	42,444,405	16,220,987	2,759,869	35,944,546
Fund balances - ending	<b>\$ 53,948,329</b>	<b>\$ 14,425,681</b>	<b>\$ 4,060,790</b>	<b>\$ 31,742,059</b>

The accompanying notes are an integral part of the financial statements.

Head Start Fund	Biomedical Fund	Capital Outlay Fund	Criminal Justice Fund	Other Governmental Funds	Total Governmental Funds
\$ -	\$ 2,554,511	\$ -	\$ 4,861,913	\$ 17,557,819	\$ 66,072,039
-	-	-	-	199,608	978,651
11,731,000	75,319	591,525	142,364	1,836,646	18,758,016
-	-	-	-	166,758	530,825
-	-	-	-	37,172	147,898
-	-	-	-	2,009,912	2,237,636
-	-	-	-	5,420,282	5,420,282
-	-	-	-	91,498	101,433
-	39	91,980	15	742,027	1,622,399
-	-	-	-	483,333	961,423
<u>11,731,000</u>	<u>2,629,869</u>	<u>683,505</u>	<u>5,004,292</u>	<u>28,545,055</u>	<u>96,830,602</u>
-	-	358,079	-	1,036,103	4,227,988
-	-	-	291,855	5,752,249	18,762,230
11,731,000	-	-	-	3,362,257	15,093,257
-	-	53,526	-	81,598	7,319,199
-	-	247,999	-	3,891,846	4,317,275
-	-	-	-	2,252,867	2,252,867
-	-	-	-	1,087,758	12,813,327
-	2,600,031	-	-	609,723	3,209,754
-	-	-	-	1,267,500	2,480,000
-	-	-	-	1,322,646	1,452,384
-	-	-	-	120,137	120,337
-	-	21,099,466	-	32,856	24,431,103
<u>11,731,000</u>	<u>2,600,031</u>	<u>21,759,070</u>	<u>291,855</u>	<u>20,817,540</u>	<u>96,479,721</u>
-	29,838	(21,075,565)	4,712,437	7,727,515	350,881
-	-	25,890,633	-	3,414,456	41,436,485
-	-	(614,352)	(4,350,000)	(21,991,133)	(41,436,485)
-	-	-	-	-	-
-	-	25,076,281	(4,350,000)	(18,576,677)	-
-	29,838	4,000,716	362,437	(10,849,162)	350,881
-	359,463	6,275,196	899,821	86,658,871	191,563,158
<u>\$ -</u>	<u>\$ 389,301</u>	<u>\$ 10,275,912</u>	<u>\$ 1,262,258</u>	<u>\$ 75,809,709</u>	<u>\$ 191,914,039</u>



**CADDO PARISH COMMISSION**  
**Shreveport, Louisiana**

**Reconciliation of the Statement of Revenues, Expenditures,  
and Changes in Fund Balances of Governmental Funds  
to the Statement of Activities  
for the Year Ended December 31, 2011**

Net change in fund balances - total governmental funds		\$ 350,881
Amounts reported for governmental activities in the statement of activities are different because:		
Governmental funds report capital outlays as expenditures. However, in the statement of activities the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense.		
Capital outlay	11,944,586	
Depreciation expense	<u>(15,478,891)</u>	(3,534,305)
Donations of capital assets increase net assets in the statement of activities, but do not appear in the governmental funds, because they are not financial revenues.		2,271,052
Proceeds from the sale of land are reported as revenue in the governmental funds. However, a gain on the sale of land is reported in the Statement of Activities. Thus, the change in net assets differs from the change in fund balance by the cost of land sold.		(12,250)
Revenues reported in the statement of activities are not reported in governmental funds, because they do not provide current financial resources. This adjustment is to recognize the net change in unavailable revenues for property taxes and special assessments.		38,821
Bond proceeds provide current financial resources to governmental funds, but issuing debt increases long-term liabilities in the statement of net assets. Repayment of long-term debt is reported as an expenditure in governmental funds, but the repayment reduces long-term liabilities in the statement of net assets. In the current year, these amounts consist of:		
Principal payments		2,480,000
Some expenses reported in the statement of activities do not require the use of current financial resources and, therefore, are not reported as expenditures in governmental funds.		
Amortization of bond issuance costs	(9,792)	
Increase in compensated absences	(233,774)	
Increase in accrued interest	8,428	
Increase in net other post employment benefit obligation	(471,431)	
Loss on disposal of capital assets	<u>(157,514)</u>	(864,083)
Internal service funds are used by management to charge the costs of certain activities to individual funds. The net revenue of the internal service funds is reported with governmental activities.		<u>317,725</u>
Change in net assets of governmental activities		<u>\$ 1,047,841</u>

The accompanying notes are an integral part of the financial statements.

**CADDO PARISH COMMISSION**  
**Shreveport, Louisiana**

**PROPRIETARY FUND TYPE - INTERNAL SERVICE**  
**Statement of Net Assets**  
**December 31, 2011**

<b>Assets</b>	
<b>Current assets</b>	
Cash and cash equivalents	\$ 960,932
Investments	5,026,708
Receivables, net	452,565
Accrued interest receivable	21,083
Due from other funds	88,307
Inventories	86,801
<b>Total current assets</b>	<b><u>6,636,396</u></b>
<b>Noncurrent assets</b>	
<b>Capital assets:</b>	
Land	163,475
Sewer line	107,541
Buildings	134,428
Vehicles	28,938
Equipment	80,424
Less accumulated depreciation	(219,555)
<b>Total noncurrent assets</b>	<b><u>295,251</u></b>
<b>Total assets</b>	<b><u>\$ 6,931,647</u></b>
<b>Liabilities</b>	
<b>Current liabilities</b>	
Accounts payable	\$ 76,066
Accrued liabilities	21,448
Accrued insurance claims payable	862,669
Due to other funds	88,307
<b>Total current liabilities</b>	<b><u>1,048,490</u></b>
<b>Total liabilities</b>	<b><u>1,048,490</u></b>
<b>Net assets</b>	
Invested in capital assets	295,251
Unrestricted	<u>5,587,906</u>
<b>Total net assets</b>	<b><u>\$ 5,883,157</u></b>

The accompanying notes are an integral part of the financial statements.

**CADDO PARISH COMMISSION**  
**Shreveport, Louisiana**

**PROPRIETARY FUND TYPE - INTERNAL SERVICE**  
**Statement of Revenues, Expenses, and Changes in Net Assets**  
**for the Year Ended December 31, 2011**

Operating revenues	
Employer's contributions	\$ 3,293,538
Employees' contributions	1,098,725
Charges for sales and services	2,932,945
Intergovernmental revenue	20,000
Miscellaneous	19,510
Total operating revenues	<u>7,364,718</u>
Operating expenses	
Claims	3,807,181
Cost of sales and services	1,829,859
Insurance premiums	1,219,781
General and administrative	215,310
Depreciation	13,471
Other	17,837
Total operating expenses	<u>7,103,439</u>
Operating income	<u>261,279</u>
Nonoperating revenues (expenses)	
Investment earnings	57,315
Interest expense	(869)
Total nonoperating revenues (expenses)	<u>56,446</u>
Change in net assets	317,725
Total net assets - beginning	5,565,432
Total net assets - ending	<u>\$ 5,883,157</u>

The accompanying notes are an integral part of the financial statements.

**CADDO PARISH COMMISSION**  
**Shreveport, Louisiana**

**PROPRIETARY FUND TYPE - INTERNAL SERVICE**  
**Statement of Cash Flows**  
**for the Year Ended December 31, 2011**

Cash flows from operating activities:	
Contributions	\$ 5,488,093
Receipts from operations	1,834,667
Payments to suppliers	(3,258,385)
Claims paid	(3,272,935)
Net cash provided by operating activities	<u>791,440</u>
Cash flows from noncapital financing activity:	
Interest paid	(869)
Net cash used in noncapital financing activity	<u>(869)</u>
Cash flows from investing activities:	
Purchases of investments	(866,737)
Interest received	62,481
Net cash used in investing activities	<u>(804,256)</u>
Net decrease in cash and cash equivalents	(13,685)
Cash and cash equivalents, beginning of year	974,617
Cash and cash equivalents, end of year	<u>\$ 960,932</u>
Reconciliation of operating income to net cash provided by operating activities:	
Operating income	\$ 261,279
Adjustments to reconcile operating income to net cash provided by operating activities:	
Depreciation	13,471
(Increase) decrease in assets:	
Receivables	(50,078)
Inventory	(4,795)
Due from other funds	18,119
Increase (decrease) in liabilities:	
Accrued insurance claims payable	534,246
Accounts payable	35,781
Accrued liabilities	1,535
Due to other funds	(18,118)
Net cash provided for operating activities	<u>\$ 791,440</u>
Noncash items	
Net decrease in the fair value of investments	<u>\$ (1,992)</u>

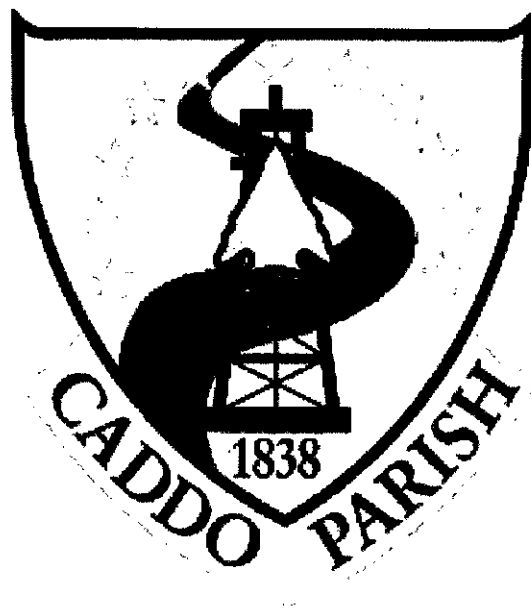
The accompanying notes are an integral part of the financial statements.

**CADDO PARISH COMMISSION**  
**Shreveport, Louisiana**

**FIDUCIARY FUNDS**  
**Statement of Fiduciary Assets and Liabilities**  
**December 31, 2011**

<b>Assets</b>	
Cash and cash equivalents	\$ 231,196
Investments	736,967
Receivables, net	7,100
Due from other governments	<u>214,509</u>
<b>Total assets</b>	<b><u>\$ 1,189,772</u></b>
<b>Liabilities</b>	
Accounts payable and accrued liabilities	\$ 172,259
Due to other governments	<u>1,017,513</u>
<b>Total liabilities</b>	<b><u>\$ 1,189,772</u></b>

The accompanying notes are an integral part of the financial statements.



**CADDO PARISH COMMISSION**  
**Shreveport, Louisiana**

**COMPONENT UNITS**  
**Combining Statement of Net Assets**  
**December 31, 2011**

	Governmental Fund Types					
	District Attorney of the First Judicial District	Caddo Correctional Center (a)	Caddo Parish Communications District #1	Fire District #1	Fire District #3	Fire District #4
<b>Assets</b>						
Cash and cash equivalents	\$ 1,839,550	\$ 3,723,577	\$ 1,857,069	\$ 1,868,579	\$ 210,025	\$ 459,225
Investments	509,064	-	2,915,967	592,188	645,696	-
Receivables, net	94,465	366,953	555,826	1,892,927	1,605,510	1,160,958
Due from other governments	183,664	1,179,103	-	-	-	-
Due from primary government	-	444,282	-	-	-	-
Inventories	-	121,972	-	-	-	-
Deferred bond issuance costs	-	-	27,580	40,547	4,983	-
Other assets	-	358,007	53,570	19,226	23,347	2,664
Capital assets:						
Land and construction in progress	-	-	448,307	104,446	74,350	41,197
Other capital assets, net of depreciation	373,475	4,212,628	12,408,174	2,092,148	914,000	965,026
<b>Total assets</b>	<b>\$ 3,000,218</b>	<b>\$ 10,406,532</b>	<b>\$ 18,286,393</b>	<b>\$ 6,710,061</b>	<b>\$ 3,477,911</b>	<b>\$ 2,629,070</b>
<b>Liabilities</b>						
Accounts payable	\$ 50,147	\$ 43,739	\$ 121,360	\$ 150,296	\$ 58,742	\$ 21,697
Accrued liabilities	160,433	254,858	-	126,440	-	-
Accrued interest payable	-	-	9,301	8,337	-	6,226
Accrued insurance claims payable	-	-	-	-	-	-
Due to other governmental agencies	910	-	-	-	-	-
Unearned revenue	-	-	187,322	-	-	-
Noncurrent liabilities:						
Due within one year	215,064	1,369,680	645,000	113,221	234,742	102,662
Due in more than one year	498,902	5,357,847	2,925,000	1,468,738	266,000	425,611
<b>Total liabilities</b>	<b>925,456</b>	<b>7,026,124</b>	<b>3,887,983</b>	<b>1,867,032</b>	<b>559,484</b>	<b>556,196</b>
<b>Net Assets</b>						
Invested in capital assets, net of related debt	373,475	4,212,628	11,386,481	614,635	579,350	477,950
Restricted for:						
Debt service	-	-	-	-	-	284,634
Capital outlay	-	-	-	-	-	-
Unrestricted	1,701,287	(832,220)	2,991,929	4,228,394	2,339,077	1,310,290
<b>Total net assets</b>	<b>\$ 2,074,762</b>	<b>\$ 3,380,408</b>	<b>\$ 14,378,410</b>	<b>\$ 4,843,029</b>	<b>\$ 2,918,427</b>	<b>\$ 2,072,874</b>

(a) Period ending June 30, 2011

(b) Period ending July 31, 2011

The accompanying notes are an integral part of the financial statements.

**Proprietary Fund Types**

Fire District #5	Fire District #6	Fire District #7	Fire District #8	Hospital Service District (a)	Sewer District #2 (a)	Sewer District #7	Waterworks District #7	Pine Hill Waterworks, District #8 (b)	Total Component Units
\$ 1,480,938	\$ 117,461	\$ 693,555	\$ 340,041	\$ 2,155,417	\$ 77,557	\$ 1,127,232	\$ 446,254	\$ 279,082	\$ 16,875,582
-	-	-	-	-	32,973	-	599,171	148,975	5,543,934
2,018,240	692,987	1,013,291	944,580	2,825,774	14,734	100,855	52,568	144,484	13,484,152
-	-	-	-	-	-	-	-	-	1,362,767
-	-	-	-	-	-	-	-	-	444,292
-	-	-	-	231,574	-	-	-	-	353,546
-	-	-	-	-	-	-	-	-	73,110
70,197	37,432	42,030	10,864	198,762	11,583	211,668	17,839	12,781	1,069,950
7,616	3,587	20,002	25,000	171,207	56,251	348,392	25,200	19,535	1,345,090
2,955,373	470,230	950,140	1,194,631	1,808,404	518,664	2,854,848	2,692,893	1,700,684	36,111,318
<u>\$ 6,532,364</u>	<u>\$ 1,321,697</u>	<u>\$ 2,719,018</u>	<u>\$ 2,515,116</u>	<u>\$ 7,391,138</u>	<u>\$ 711,742</u>	<u>\$ 4,642,995</u>	<u>\$ 3,833,925</u>	<u>\$ 2,305,541</u>	<u>\$ 76,463,721</u>
\$ 69,344	\$ 36,082	\$ 8,539	\$ 17,494	\$ 881,590	\$ 18,717	\$ 98,595	\$ 138,267	\$ 84,318	\$ 1,798,927
24,125	-	-	-	217,706	-	19,885	32,509	3,514	839,570
35,578	-	-	-	-	-	24,239	-	6,968	90,649
-	-	-	-	536,770	-	-	-	-	536,770
-	-	-	-	-	-	-	-	-	910
249,002	-	-	-	-	-	-	-	-	436,324
85,000	-	32,193	97,820	265,085	42,284	163,500	67,481	71,592	3,505,324
2,170,000	-	87,741	434,316	851,141	276,128	2,379,026	1,856,340	1,398,680	20,395,470
2,633,049	36,082	128,473	549,630	2,752,292	337,129	2,685,345	2,094,597	1,565,072	27,603,944
707,989	473,817	850,208	687,495	863,385	574,915	669,714	774,308	324,308	23,570,658
716,679	-	-	-	-	15,384	597,246	257,298	269,003	2,140,244
41,485	-	-	-	-	-	90,926	-	-	132,411
2,433,162	811,798	1,740,337	1,277,991	3,775,461	(215,688)	599,764	707,722	147,158	23,016,464
<u>\$ 3,899,315</u>	<u>\$ 1,285,615</u>	<u>\$ 2,590,545</u>	<u>\$ 1,965,486</u>	<u>\$ 4,638,846</u>	<u>\$ 374,613</u>	<u>\$ 1,957,650</u>	<u>\$ 1,739,328</u>	<u>\$ 740,469</u>	<u>\$ 48,859,777</u>



**CADDO PARISH COMMISSION**  
**Shreveport, Louisiana**

**COMPONENT UNITS**  
**Combining Statement of Activities**  
**for the Year ended December 31, 2011**

	Judicial Services	Public Safety			Fire Protection Services			
	District Attorney of the First Judicial District	Caddo Correctional Center (a)	Caddo Parish Communications District #1	Total Public Safety	Fire District #1	Fire District #3	Fire District #4	Fire District #5
Expenses	\$ 7,861,274	\$ 30,991,811	\$ 4,479,186	\$ 35,470,997	\$ 2,682,724	\$ 1,865,071	\$ 1,226,314	\$ 1,848,478
Program Revenues								
Charges for services	1,351,321	12,941,097	-	12,941,097	353,507	209,948	513,840	69,553
Capital grants and contributions	-	-	-	-	-	17,819	7,480	-
Operating grants and contributions	6,308,132	-	-	-	-	4,181	-	-
Net program (expenses) revenue	(201,821)	(18,050,714)	(4,479,186)	(22,529,900)	(2,329,217)	(1,633,123)	(704,994)	(1,778,925)
General Revenues								
Taxes:								
Property taxes levied for general purposes	-	-	-	-	1,857,908	1,416,351	846,095	2,048,835
Sales taxes	-	15,635,185	-	15,635,185	-	-	-	-
Telephone tariff	-	-	4,080,129	4,080,129	-	-	-	-
State revenue sharing and supplemental pay	-	-	-	-	167,133	27,520	80,366	53,856
Grants and contributions not restricted to specific programs	-	-	-	-	8,291	-	-	-
Investment earnings	7,266	7,661	19,828	27,489	21,213	41,475	8,783	24,584
Inmate work release revenue	-	1,203,965	-	1,203,965	-	-	-	-
State fire insurance rebate	-	-	-	-	43,864	25,034	23,609	13,170
Ambulance fees	-	-	-	-	-	-	191,784	-
Miscellaneous	121,763	1,241,651	268,926	1,510,577	9,309	265,461	312	180,351
Total general revenues	129,029	18,088,462	4,368,883	22,457,345	2,107,718	1,795,841	950,949	2,320,796
Change in net assets before gain	(72,792)	37,748	(110,303)	(72,555)	(221,499)	162,718	245,955	541,871
Gain on insurance reimbursement	-	-	-	-	453,194	-	-	-
Change in net assets	(72,792)	37,748	(110,303)	(72,555)	231,695	162,718	245,955	541,871
Net assets - beginning, as previously reported	2,147,554	3,342,660	14,488,713	17,831,373	3,135,225	2,755,709	1,826,919	3,357,444
Adjustment	-	-	-	-	1,476,109	-	-	-
Net assets - beginning, as restated	2,147,554	3,342,660	14,488,713	17,831,373	4,611,334	2,755,709	1,826,919	3,357,444
Net assets - ending	\$ 2,074,762	\$ 3,380,408	\$ 14,378,410	\$ 17,758,818	\$ 4,843,029	\$ 2,918,427	\$ 2,072,874	\$ 3,899,315

(a) Period ending June 30, 2011

(b) Period ending July 31, 2011

The accompanying notes are an integral part of the financial statements.

				Hospital Services	Sewerage Services			Water Services			Total Component Units
Fire District #6	Fire District #7	Fire District #8	Total Fire Protection Services	Hospital Service District (a)	Sewer District #2 (a)	Sewer District #7	Total Sewerage Services	Waterworks District #7	Pine Hill Waterworks, District #8 (b)	Total Water Services	
\$ 738,587	\$1,070,278	\$ 834,735	\$ 10,266,187	\$ 14,548,414	\$ 417,317	\$ 704,147	\$1,121,464	\$ 669,959	\$ 916,527	\$ 1,586,486	\$ 70,854,822
316,378	195,677	223,544	1,882,447	13,964,433	180,051	775,532	955,583	772,145	912,530	1,684,675	32,779,556
-	-	-	25,299	217,141	-	-	-	-	-	-	242,440
-	-	-	4,181	164,348	-	-	-	-	59,873	59,873	6,536,534
(422,209)	(874,601)	(611,191)	(8,354,260)	(202,492)	(237,266)	71,385	(165,881)	102,188	55,876	158,062	(31,296,282)
487,273	871,862	731,296	8,059,620	345,245	104,439	26,573	131,012	45	-	45	8,535,922
-	-	-	-	-	-	-	-	-	-	-	15,635,185
-	-	-	-	-	-	-	-	-	-	-	4,080,129
25,980	58,038	39,439	452,332	-	2,046	-	2,046	-	-	-	454,378
-	-	8,085	16,376	-	-	-	-	-	-	-	16,376
6,035	11,345	5,718	119,151	9,863	1,016	1,699	2,715	10,174	2,298	12,472	178,956
-	-	-	-	-	-	-	-	-	-	-	1,203,965
18,830	22,525	27,623	175,655	-	-	-	-	-	-	-	175,655
-	-	-	191,784	-	-	-	-	-	-	-	191,784
21,056	18,600	457	515,746	94,662	-	-	-	17,239	821	18,060	2,260,808
560,174	982,570	812,618	9,530,664	449,770	107,501	28,272	135,773	27,458	3,119	30,577	32,733,158
137,965	107,989	201,425	1,176,404	247,278	(129,765)	99,657	(30,108)	129,644	58,995	188,639	1,436,866
-	-	-	453,194	-	-	-	-	-	-	-	453,194
137,965	107,989	201,425	1,629,598	247,278	(129,765)	99,657	(30,108)	129,644	58,995	188,639	1,890,060
1,147,650	2,787,175	1,492,978	16,503,100	4,391,568	504,378	1,848,115	2,352,493	1,609,684	681,474	2,291,158	45,517,246
-	(304,599)	271,083	1,442,593	-	-	9,878	9,878	-	-	-	1,452,471
1,147,650	2,482,576	1,764,061	17,945,693	4,391,568	504,378	1,857,993	2,362,371	1,609,684	681,474	2,291,158	46,969,717
\$1,285,615	\$2,590,545	\$1,965,486	\$ 19,575,291	\$ 4,638,846	\$ 374,613	\$1,957,650	\$2,332,263	\$ 1,739,328	\$ 740,469	\$ 2,479,797	\$ 48,859,777

**CADDO PARISH COMMISSION**  
**Shreveport, Louisiana**

**Notes to Basic Financial Statements**  
**December 31, 2011**

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# **CADDO PARISH COMMISSION**

## **Shreveport, Louisiana**

### **Notes to Basic Financial Statements** **December 31, 2011**

#### **(1) Summary of Significant Accounting Policies**

The accounting policies of the Caddo Parish Commission conform to generally accepted accounting principles as applicable to governments. The following is a summary of the more significant accounting policies:

##### **(a) Reporting Entity**

The Caddo Parish Commission (the Commission) is the governing authority for Caddo Parish and is a political subdivision of the State of Louisiana. The Commission, under the provisions of Louisiana Revised Statutes 33:1271-1285, enacts ordinances, sets policy, and establishes programs in such fields as criminal and juvenile justice, highways and streets, sanitation, planning and zoning, public health and welfare, libraries, culture and recreational facilities, economic development, and general administrative services.

The Commission was established December 10, 1984, after voter approval of the Home Rule Charter for Caddo Parish on April 7, 1984. The Commission replaced the Caddo Parish Police Jury, which was established January 18, 1838.

The basic criterion for determining whether a governmental department, agency, institution, commission, public authority, or other governmental organization should be included in a primary governmental unit's reporting entity for government-wide financial statements is financial accountability. Financial accountability includes the appointment of a voting majority of the organization's governing body and the ability of the primary government to impose its will on the organization or if there is a financial benefit/burden relationship. In addition, an organization, which is fiscally dependent on the primary government, should be included in its reporting entity.

These financial statements present the Commission (the primary government) and its component units. The discrete component units discussed below are included in the Commission's reporting entity because of the significance of their operational or financial relationship with the Commission. There are no blended component units in the Commission.

##### ***Discretely Presented Component Units***

The component units' columns in the government-wide financial statements include the financial data of the Commission's component units. They are reported in a separate column to emphasize that they are legally separate from the Commission.

The following is a summary of the component units:

##### ***District Attorney of the First Judicial District***

The Louisiana Constitution of 1974, Article V, Section 14 created the Judicial Districts of the State, among them the First Judicial District. Article V, Section 26 created the Office of the District Attorney for each of the Judicial Districts and sets forth the duties of the office. As provided by Article V, Section 26 of the Louisiana Constitution of 1974, the District Attorney has charge of every criminal prosecution by the State in his district, is the representative of the State before the grand jury in his district, and is the legal advisor to the grand jury. Caddo Parish comprises the First Judicial District, and the First Judicial District Attorney's office is located in Shreveport, Louisiana. The Commission is financially accountable for the District Attorney as a result of fiscal dependency. The Commission provides approximately half of the District Attorney's total revenue.

## **CADDO PARISH COMMISSION**

### **Shreveport, Louisiana**

#### **Notes to Basic Financial Statements** **December 31, 2011**

##### *Caddo Correctional Center*

The Caddo Correctional Center (the Center) was created by the Caddo Parish Commission under the provisions of Louisiana Revised Statute 33:1236 providing for the maintenance and operation of a Parish prison. The Center is a modern correctional facility that has a maximum capacity of 1,500 male and female inmates and a separate work release facility that has a maximum capacity of 240 male inmates. The Commission may be financially accountable for the Center as a result of fiscal dependency. It is the Commission's responsibility to maintain the Center; ultimate responsibility for the Center is vested in the Commission.

##### *Caddo Parish Communications District Number One*

The Caddo Parish Communications District Number One (the District) was created by the Commission by ordinance on September 25, 1985, as provided under Louisiana Revised Statute 33:9103. The District is comprised of property within the Parish of Caddo and is governed by a Board of Commissioners. The purpose of the District is to provide a primary three-digit emergency telephone number (911) and related support system for Caddo Parish. The Commission appoints a voting majority of the District's governing body. Additionally, the Commission may be financial accountable for the District as a result of fiscal dependency.

##### *Caddo Parish Fire Protection District No. 1*

The Caddo Parish Fire Protection District No. 1 (Fire District 1) was created by Ordinance No. 2034 adopted by the Commission on October 6, 1982. Fire District 1 is governed by a five member Board of Commissioners appointed by the Commission and the Town of Blanchard, Louisiana. The Commission appoints a voting majority of Fire District 1's governing body. Additionally, the Commission may be financial accountable for Fire District 1 as a result of fiscal dependency. The Commission also may impose its will on Fire District 1 by significantly influencing programs, projects, or level of service.

The Caddo Parish Commission by Ordinance No. 5024, enlarged the boundaries of Fire District 1 to include the territory in Caddo Parish Fire Protection District No. 2 (Fire District 2). Effective January 1, 2011, all operational assets and liabilities of Fire District 2 were transferred to Fire District 1. Fire District 2 retained cash funds and the related debt, associated with its bonded debt. For the year ended December 31, 2011, Fire District 2 is not a discretely presented component unit because its financial statements are no longer material to the financial statements of the Commission.

##### *Caddo Parish Fire Protection District No. 3*

The Caddo Parish Fire District No. 3 (Fire District 3) was created by resolution of the Commission on April 11, 1984, to purchase and maintain fire equipment and to provide fire protection for the people of Fire District 3. It is governed by a board of commissioners consisting of five members: two members are appointed by the Commission, two members are appointed by the Mayor and Board of Aldermen of Greenwood, Louisiana, and one member, who is the chairman, is appointed by the four other members. The Commission appoints a voting majority of Fire District 3's governing body. Additionally, the Commission may be financial accountable for Fire District 3 as a result of fiscal dependency. The Commission also may impose its will on Fire District 3 by significantly influencing programs, projects, or level of service.

**CADDO PARISH COMMISSION**  
**Shreveport, Louisiana**

**Notes to Basic Financial Statements**  
**December 31, 2011**

*Caddo Parish Fire Protection District No. 4*

The Caddo Parish Fire Protection District No. 4 (Fire District 4) was created by the Commission by ordinance as provided under the Louisiana Revised Statutes 40:1496. Fire District 4 is comprised of property in Southwest Caddo Parish and is governed by a board of commissioners, appointed by the Commission. The purpose of Fire District 4 is to provide fire and emergency services to residents of its district. The Commission appoints a voting majority of Fire District 4's governing body. Additionally, the Commission may be financial accountable for Fire District 4 as a result of fiscal dependency. The Commission also may impose its will on Fire District 4 by significantly influencing programs, projects, or level of service.

*Caddo Parish Fire Protection District No. 5*

The Caddo Parish Fire Protection District No. 5 (Fire District 5) was created by Ordinance No. 2143 adopted by the Commission on April 24, 1984, to provide fire protection, emergency medical and hazardous material services for the people of its district. Fire District 5 is governed by a five member board of commissioners appointed by the Commission. The Commission may be financial accountable for Fire District 5 as a result of fiscal dependency. The Commission also may impose its will on Fire District 5 by significantly influencing programs, projects, or level of service.

*Caddo Parish Fire Protection District No. 6*

The Caddo Parish Fire Protection District No. 6 (Fire District 6) was created by the Commission by ordinance as provided under the Louisiana Revised Statutes 40:1496. The purpose of Fire District 6 is to provide fire and emergency services to residents of its district. Fire District 6 is comprised of property in Southwest Caddo Parish and is governed by a board of commissioners, who are appointed by the Commission. The Commission may be financial accountable for Fire District 6 as a result of fiscal dependency. The Commission also may impose its will on Fire District 6 by significantly influencing programs, projects, or level of service.

*Caddo Parish Fire Protection District No. 7*

The Caddo Parish Fire Protection District No. 7 (Fire District 7) was created by the Commission in 1987 under the provisions of Louisiana Revised Statutes 40:1492-1501. Fire District 7 was formed to provide fire protection and emergency medical services to the residents of its district in North Caddo Parish. Its six board members are appointed by the Commission. The Commission may be financial accountable for Fire District 7 as a result of fiscal dependency. The Commission also may impose its will on Fire District 7 by significantly influencing programs, projects, or level of service.

*Caddo Parish Fire Protection District No. 8*

The Caddo Parish Fire Protection District No. 8 (Fire District 8) provides fire and emergency services for the citizens and municipalities within its district. Fire District 8 currently employs six employees and has in excess of 60 volunteers. It is governed by a Board of six members appointed by the Commission. The Commission may be financial accountable for Fire District 8 as a result of fiscal dependency. The Commission also may impose its will on Fire District 8 by significantly influencing programs, projects, or level of service.

## **CADDO PARISH COMMISSION Shreveport, Louisiana**

### **Notes to Basic Financial Statements December 31, 2011**

#### *North Caddo Hospital Service District*

The North Caddo Hospital Service District (the Medical Center) is organized and operated as a hospital service district under Louisiana Revised Statutes, Chapter 10, Title 46. The Medical Center is located in Vivian, Louisiana, and provides inpatient and outpatient acute and non-acute medical care, including emergency services, primarily to patients residing in the Vivian area. The governing authority of the Medical Center, a nine-member board of commissioners appointed by the Commission, was established by an ordinance of the Commission. The Commission may be financial accountable for the Medical Center as a result of fiscal dependency.

#### *Caddo Parish Sewerage District No. 2*

The Caddo Parish Sewerage District No. 2 (Sewerage District 2) was created by the Commission. It was formed to provide sewerage collection and treatment for District No. 2. Its seven board members are appointed by the Commission. The Commission may be financial accountable for Sewerage District 2 as a result of fiscal dependency. The Commission also may impose its will on Sewerage District 2 by significantly influencing programs, projects, or level of service.

#### *Caddo Parish Sewerage District No. 7*

The Caddo Parish Sewerage District No. 7 (Sewerage District 7) was created by the Commission. It was formed to construct and operate a sewerage collection and treatment system north of Shreveport, Louisiana. It serves approximately 1,750 customers and employs four employees. Its five board members are appointed by the Commission. The Commission may be financial accountable for Sewerage District 7 as a result of fiscal dependency. The Commission also may impose its will on Sewerage District 7 by significantly influencing programs, projects, or level of service.

#### *Caddo Parish Waterworks District No. 7*

The Caddo Parish Waterworks District No. 7, Keithville, Louisiana (Waterworks District 7) was created by ordinance on January 8, 1975, as provided under Louisiana Revised Statutes 33:3811. Waterworks District 7 is comprised of property southwest Caddo Parish, Louisiana, and serves approximately 1,600 residential and commercial customers. Operations consist of seven wells, five treatment plants and approximately 72 miles of water lines. It is governed by a five-member board of commissioners appointed by the Commission. The members of the board serve five-year terms. The Commission may be financial accountable for Waterworks District 7 as a result of fiscal dependency. The Commission also may impose its will on Waterworks District 7 by significantly influencing programs, projects, or level of service.

#### *Pine Hill Waterworks District No. 8*

The Pine Hill Waterworks District No. 8 (Waterworks District 8) was created by the Commission and authorized by the Louisiana Revised Statute 33:3811. Waterworks District 8 is located north of Shreveport, Louisiana, and serves approximately 1,460 customers. It is governed by a board of five commissioners appointed by the Commission as authorized by Louisiana Revised Statute 33:3812. The commissioners serve five-year terms. The Commission may be financial accountable for Waterworks District 8 as a result of fiscal dependency. The Commission also

**CADDO PARISH COMMISSION**  
**Shreveport, Louisiana**

**Notes to Basic Financial Statements**  
**December 31, 2011**

may impose its will on Waterworks District 8 by significantly influencing programs, projects, or level of service.

Complete financial statements of the discretely presented component units may be obtained at the Office of the Legislative Auditor of the State of Louisiana, 1600 North Third Street, P.O. Box 94397, Baton Rouge, LA 70804-9397 or at their respective administrative offices.

District Attorney of the First Judicial District  
Gary Gaskins, Administrator  
501 Texas Street  
Shreveport, LA 71101

Caddo Correctional Center  
Gwet Folsom, Director of Accounting  
505 Travis Street  
Shreveport, LA 71101

Caddo Parish Communications (911)  
Martha Carter, Administrator  
1144 Texas Avenue  
Shreveport, LA 71101

Caddo Parish Fire District No. 1  
P.O. Box 538  
Blanchard, LA 71109

Caddo Parish Fire District No. 3  
9081 Highway 80  
Greenwood, LA 71033

Caddo Parish Fire District No. 4  
8420 Colquitt Road  
Keithville, LA 71047

Caddo Parish Fire District No. 5  
1675 Leonard Road  
Shreveport, LA 71115

Caddo Parish Fire District No. 6  
11450 Old Mansfield Road  
Keithville, LA 71047

Caddo Parish Fire District No. 7  
300 Highway 1 North  
Oil City, LA 71061

Caddo Parish Fire District No. 8  
1007 South Spruce Street  
Vivian, LA 71082

North Caddo Hospital Service District  
1000 South Spruce Street  
Vivian, LA 71082

Caddo Parish Sewerage District No. 2  
4126 Rainier  
Shreveport, LA 71107

Caddo Parish Sewerage District No. 7  
4859 North Market, Suite 4  
Shreveport, LA 71107

Caddo Parish Waterworks District No. 7  
3836 Colquitt Road  
Keithville, LA 71047

Pine Hill Waterworks District No. 8  
4922 North Market Street  
Shreveport, LA 71107

***Discretely Presented Component Units' Footnote Disclosures***

The following Notes 2 through 10 include only the primary government and do not include the discretely presented component units since they do not present a significant risk exposure for fair presentation.



# **CADDO PARISH COMMISSION**

## **Shreveport, Louisiana**

### **Notes to Basic Financial Statements** **December 31, 2011**

#### ***Payments between the Commission and Component Units***

Resource flows (except those that affect the statement of net assets/balance sheet only, such as loans and repayments) between a primary government and its discretely presented component units are reported as external transactions – that is, as revenues and expenses. For the year ended December 31, 2011, payments to component units were primarily made up of budget appropriations for operations to the District Attorney of the First Judicial District of \$3,850,338 and payments for inmate feeding, housing, and medical costs to the Caddo Correctional Center (the Center) of \$3,541,598. Also, for the year ended December 31, 2011, the Commission had \$715,216 due to component units. This total balance was due to the Center. In the discretely presented component unit financial statements, the Center had a balance due from the Commission of \$444,292. These balances do not agree because the Center's statements were for the period ending June 30, 2011.

#### ***Related Organizations***

Current Louisiana law provides for the creation of various Districts for the provision of certain services on a parish-wide level. The Caddo Parish Public School System, Caddo Parish Clerk of Court, Caddo Parish Sheriff's Office, Caddo Parish Tax Assessor, and Caddo Parish Coroner are legally separate from the Commission and are governed by independently elected officials. The Commission is not considered to be accountable for these Districts due to the inability of the Commission to impose its will over the daily operations. These officials prepare their own budgets, designate their own management teams, issue debt, and levy their own taxes or fees. While some financial burdens are placed on the Commission by these Districts, it is not considered significant enough to warrant their inclusion in the reporting entity.

#### ***(b) Government-Wide and Fund Financial Statements***

The government-wide financial statements (GWFS) (i.e., the Statement of Net Assets and the Statement of Activities) report information on all of the nonfiduciary activities of the Commission and its component units. For the most part, the effect of interfund activity has been removed from these statements. The primary government is reported separately from certain legally separate component units for which the primary government is financially accountable.

The Statement of Net Assets presents information on all of the Commission's assets and liabilities, with the difference between the two reported as net assets. Over time, increases or decreases in net assets may serve as a useful indicator of whether the financial position of the Commission is improving or deteriorating.

The Statement of Activities demonstrates the degree to which the direct expenses of a given function or segments are offset by program revenues. Direct expenses are those that are clearly identifiable with a specific function or segment. Depreciation expense is identified by function and is included in the direct expense of each function. Interest on general long-term debt is considered an indirect expense and is reported separately on the Statement of Activities. Program revenues include: 1) charges to customers or applicants who purchase, use, or directly benefit from goods, services, or privileges provided by a given function or segment, and 2) grants and contributions that are restricted to meeting the operational requirements of a particular function or segment. Taxes and other items not properly included among program revenues are reported instead as general revenues.

# **CADDO PARISH COMMISSION**

## **Shreveport, Louisiana**

### **Notes to Basic Financial Statements** **December 31, 2011**

Separate fund financial statements (FFS) are provided for governmental funds, proprietary funds, and fiduciary funds, even though the latter are excluded from the GWFS. Major individual governmental funds are reported as separate columns in the FFS.

**(c) *Measurement Focus, Basis of Accounting, and Financial Statement Presentation***

The GWFS are reported using the economic resources measurement focus and the accrual basis of accounting, as are the proprietary FFS. Revenues are recorded when earned, and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenues in the year for which they are levied. Grants and similar items are recognized as revenues as soon as all eligibility requirements have been met.

Governmental FFS are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the Commission considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences and claims and judgments, are recorded only when payment is due.

Ad valorem taxes are considered "measurable" at the time of levy, whereas items such as beer taxes are considered "measurable" when in the hands of intermediary collecting agencies and are recognized as revenue at that time. Substantially all other non-intergovernmental revenues are susceptible to accrual and are recognized when earned or the underlying transaction occurs. Sales taxes are accrued in the individual funds to which they pertain. For intergovernmental revenues, the legal and contractual requirements of the numerous individual programs are used as guidance. Grants and similar items are recognized as revenues as soon as all eligibility requirements have been met. In reimbursement-type programs, monies must be expended on the specific purpose or project before any amounts will be paid to the Commission; therefore, revenues are recognized based upon the expenditures recorded. In other programs in which monies are virtually unrestricted as to purpose of expenditure and are usually revocable only for failure to comply with prescribed compliance requirements, the resources are reflected as revenues at the time of receipt or earlier if the susceptible to accrual criteria are met.

The accounts of the Commission are organized on the basis of funds, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund balance/retained earnings, revenues, and expenditures/expenses. The various funds are summarized by type in the financial statements. The following fund types are used by the Commission:

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## **Shreveport, Louisiana**

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#### **Governmental Funds**

Governmental funds are those through which most governmental functions of the Commission are financed. The acquisition, use, and balances of the Commission's expendable financial resources and the related liabilities (except those accounted for in proprietary funds) are accounted for through governmental funds. The Commission reports the following major governmental funds:

**General Fund** - The General Fund is the general operating fund of the Commission. It is used to account for all financial resources except those required to be accounted for in another fund.

**Shreve Memorial Library Fund** - The Shreve Memorial Library Fund accounts for the proceeds of a special ad valorem tax and other revenues dedicated to the operation of the Shreve Memorial Library system.

**Detention Facilities Fund** - The Detention Facilities Fund accounts for the proceeds of a special ad valorem tax and other revenues dedicated to the maintenance and operation of the Caddo Correctional Center.

**Public Works Fund** - The Public Works Fund accounts for the proceeds of a sales tax approved by the voters in 1989. The tax was dedicated to capital improvement of roads, bridges, and drainage. The fund also accounts for the proceeds of a portion of the gasoline tax levied by the State of Louisiana. These funds are dedicated to road and bridge improvement by the State.

**Head Start Fund** - The Head Start Fund accounts for federal monies received by the Commission that are passed through to the Caddo Community Action Agency.

**Biomedical Fund** - The Biomedical Fund accounts for the proceeds of a special ad valorem tax dedicated to economic development.

**Capital Outlay Fund** - The Capital Outlay Fund was established to account for capital expenditures and capital projects still in progress. Monies for the Capital Outlay Fund are provided through transfers from various funds of the Commission.

**Criminal Justice Fund** - The Criminal Justice Fund accounts for the proceeds of a special ad valorem tax dedicated for criminal justice system expenditures.

Additionally, the Commission reports the following governmental fund types:

**Special Revenue Funds** - Special Revenue Funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

**Capital Project Funds** - Capital Projects Funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities. These funds are also used to account for the construction of public improvements, which are to be ultimately financed through assessments to individual property owners.

**Debt Service Fund** - The Debt Service Fund is used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest, and related costs. The Debt Service Fund receives a dedicated portion of ad valorem taxes paid to the Commission.

# **CADDO PARISH COMMISSION**

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#### **December 31, 2011**

#### **Proprietary Fund Type**

The proprietary fund type is used to account for the Commission's ongoing organizations and activities that are similar to those often found in the private sector. The Internal Service Funds are the only proprietary funds maintained by the Commission. The Internal Service Funds are used to account for the financing of services provided by one fund of the Commission to other funds on a cost reimbursement basis. The following are the Commission's Internal Service Funds:

Group Insurance Fund - The Group Insurance Fund is used to account for employee medical and life insurance coverage.

General Insurance Fund - The General Insurance Fund is used to account for casualty and workmen's compensation insurance coverage and claims.

Fleet Services - The Fleet Services Fund is used to account for the vehicle and equipment repair services provided by the Commission's central garage location.

Proprietary funds distinguish operating revenues and expenses from nonoperating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with a proprietary fund's principal ongoing operations. Operating expenses for internal service funds include the cost of sales and services, administrative expenses, and depreciation of capital assets. All revenue and expenses not meeting this definition are reported as nonoperating revenues and expenses.

#### **Fiduciary Funds**

Fiduciary Funds are used to account for assets held by the Commission in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and/or other funds.

Agency Funds - Agency funds are custodial in nature and do not present results of operations or have a measurement focus. The Criminal Court Fund was established in accordance with a government mandate by the legislature to account for the proceeds from the operations of the First Judicial District Court. All fines, court costs, and bond forfeitures imposed by the Court are dedicated to trial costs and other operating expenditures. The Jury Fund was established in accordance with a government mandate by the legislature to account for the proceeds from a special fee assessed on criminal cases. The fees are used to provide compensation of jurors in criminal matters.

Private sector standards of accounting and financial reporting issued prior to December 1, 1989, generally are followed in both the GWFS and proprietary fund financial statements to the extent that those standards do not conflict with or contradict guidance of the GASB. Governments also have the option of following subsequent private sector guidance for their business-type activities and enterprise funds, subject to this same limitation. The Commission has elected not to follow subsequent private sector guidance.

When both restricted and unrestricted resources are available for use, it is the Commission's policy to use restricted resources first, and then unrestricted resources as they are needed.

#### **(d) Capital Assets**

Capital assets, which include property, plant, equipment, and infrastructure assets (e.g., roads, bridges, sidewalks, and similar items), are reported in the governmental activities column

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in the GWFS. Capital assets are recorded at historical cost or estimated historical cost for assets where actual historical cost is not available and depreciated over their estimated useful lives. Donated capital assets are recorded at their estimated fair value at the date of donation. The Commission maintains a threshold level for capitalization of capital assets except land. All land is capitalized, regardless of the amount. All other capital assets are capitalized utilizing a threshold of \$5,000 for land improvements, buildings and building improvements, furniture, equipment, vehicles, and construction in progress. Infrastructure is capitalized utilizing a threshold of \$200,000 for roads, \$75,000 for bridges, \$50,000 for drainage ditches, and \$5,000 for solid waste. The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend assets lives are not capitalized.

In the FFS, capital assets are only reported in the Fleet Services Internal Service Fund.

Estimated useful life is management's estimate of how long the asset is expected to meet service demands. Capital assets have not been assigned a salvage value because management feels that the salvage value is immaterial. Straight-line depreciation is calculated based on the following estimated useful lives:

Land improvements	20 years
Buildings	40 - 45 years
Building improvements	20 years
Sewer line	50 years
Drainage	15 - 30 years
Roadways	20 - 40 years
Bridges	40 years
Solid waste	15 years
Vehicles	5 years
Equipment	5 - 20 years

#### **(e) Long-term Liabilities**

In the GWFS, and proprietary fund types in the FFS, long-term debt, and other long-term obligations are reported as liabilities in the applicable governmental activities, or proprietary fund-type Statement of Net Assets. Bond premiums and discounts, as well as issuance costs, are deferred and amortized over the term of the related debt. Bonds payable are reported net of the applicable bond premium or discount.

In the FFS, governmental fund types recognize bond premiums and discounts, as well as bond issuance costs, during the current period. The face amount of debt issued is reported as other financing sources. Premiums received on debt issuances are reported as other financing sources while discounts are reported as other financing uses. Issuance costs, whether or not withheld from the actual debt proceeds received, are reported as debt service expenditures.

#### **(f) Encumbrances**

Encumbrance accounting, under which purchase orders, contracts, and other commitments for the expenditure of funds are recorded to reserve that portion of the applicable appropriation, is employed in the Commission's governmental funds. Every appropriation, except an appropriation for a capital expenditure, will lapse at the close of the fiscal year to the extent it has not been

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expended. Open encumbrances are reported as reservations of fund balances since the commitments will be honored through subsequent years' budget appropriations. Encumbrances do not constitute expenditures or liabilities.

#### **(g) Investments**

State statutes authorize the Commission to invest in U. S. bonds, Treasury notes, and bills, or certificates or time deposits of state banks organized under Louisiana law and national banks having principal offices in Louisiana. In addition, local governments in Louisiana are authorized to invest in the Louisiana Asset Management Pool Inc. (LAMP), a nonprofit corporation, formed by an initiative of the State Treasurer and organized under the laws of the State of Louisiana, which operates a local government investment pool. Investments of the Commission are stated at fair value. Investments, excluding the LAMP investments, are held in the Commission's name through a book-entry system at the Federal Reserve Bank.

#### **(h) Inventories**

Inventories are valued at cost using the first-in, first-out (FIFO) method. Inventory in the Internal Service Fund consists of parts, signs, and fuel. Inventories are accounted for using the purchase method.

#### **(i) Deferred Revenues**

Deferred revenues for ad valorem taxes represent those amounts of current year taxes not received within the 60-day period after December 31. Certain licenses are collected in advance; therefore, the recognition of revenue is deferred until the following year.

In addition, deferred revenues in the Public Works Fund include paving assessments receivable that are collected over several years. Revenue will be recognized as paving assessments receivable become current. As paving assessments become current but not collected, the receivables then become delinquent. These receivables are secured by the property improved by the assessments and are, therefore, collectible. Delinquent receivables are immaterial.

#### **(j) Vacation and Sick Leave**

Full-time Commission employees may earn 9 to 21 days of annual leave and 12 to 24 days of sick leave per year depending on length of service. Upon resigning, employees may be paid for accumulated annual leave. Retiring employees are not paid for accrued annual leave, but they are given credit toward retirement length of service. Similarly, employees are not paid for accrued sick leave upon resigning or retiring, but accrued sick leave may be applied against total employment years at retirement.

Full-time Shreve Memorial Library employees may earn 12 to 22 days of annual leave and 6 to 15 days of sick leave annually depending on length of service. Employees may accrue a maximum of 44 days of annual leave and 60 days of sick leave. Any accrual over the maximum is forfeited. Employees resigning or retiring from the library with proper notice are paid for their accrued annual leave. Accumulated sick leave is canceled upon termination or retirement with no credit toward retirement length of service.

In the FFS, the matured liability for compensated absences, which includes salary and salary-related payments, is reported in the fund. The total liability is reported in the GWFS. Accrued sick

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leave benefits are not accrued due to the Commission's policy of not paying benefits upon termination. No accrual is made in the governmental funds because the liability is not matured.

**(k) Pension Plans**

The Commission participates in two pension plans, which are administered by other governmental entities. These plans cover substantially all employees who meet certain length of service requirements (see note 7 for details of these plans).

**(l) Net Asset Classifications**

In the government-wide statements, net assets are classified and displayed in three components:

- Invested in capital assets – Consists of capital assets, net of accumulated depreciation.
- Restricted net assets – Consists of net assets with constraints placed on the use either by (1) external groups such as creditors, grantors, contributors, or laws or regulations of other governments; or (2) law through constitutional provisions or enabling legislation.
- Unrestricted net assets – All other net assets that do not meet the definition of "restricted" or "invested in capital assets".

**(m) Fund Balance Classification**

Beginning with fiscal year 2011, the Commission implemented GASB Statement No. 54, "Fund Balance Reporting and Governmental Fund Type Definitions." This Statement provides more clearly defined fund balance categories to make the nature and extent of the constraints placed on a government's fund balances more transparent. The following classifications describe the relative strength of the spending restraints:

**Nonspendable:** This classification includes amounts that cannot be spent because they are either (a) not in spendable form or (b) are legally or contractually required to be maintained intact. The Commission has nonspendable fund balances as of December 31, 2011, for prepaid expenses.

**Restricted:** This classification includes amounts for which constraints have been placed on the use of the resources either (a) externally imposed by creditors (such as through a debt covenant), grantors, contributors, or laws or regulations of other governments, or (b) imposed by law through constitutional provisions or enabling legislation. The Commission has restricted resources as of December 31, 2011, for capital outlay, criminal justice, debt service, economic development, culture and recreation, sanitation, and health and welfare.

**Committed:** This classification includes amounts that can be used only for specific purposes pursuant to constraints imposed by formal action of the Commission. These amounts cannot be used for any other purpose unless the Commission removes or changes the specified use by taking the same type of action (ordinance or resolution) that was employed when the funds were initially committed. This classification also includes contractual obligations to the extent that existing resources have been specifically committed for use in satisfying those contractual requirements. As of December 31, 2011, the Commission has committed resources to capital projects, contingencies, economic development, and subsequent year's expenditures.

**Assigned:** This classification includes amounts that are constrained by the Commission's intent to be used for a specific purpose but are neither restricted nor committed. This intent can be expressed by the Commission or by an official or body to which the Commission delegates the

# **CADDO PARISH COMMISSION**

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### **Notes to Basic Financial Statements** **December 31, 2011**

authority. This classification also includes the remaining positive fund balance for all governmental funds except for the General Fund. The Commission has assigned resources as of December 31, 2011, to encumbrances, future claims, and special services.

Unassigned: This classification includes the residual fund balance for the General Fund and also includes negative residual fund balance of any other governmental fund that cannot be eliminated by offsetting of assigned fund balance amounts. The General Fund, at December 31, 2011, has \$12,852,085, classified as unassigned..

Beginning fund balances for the Commission's governmental funds have been restated to reflect the above classifications.

The Commission would typically use restricted fund balances first, followed by committed resources, and then assigned resources, as appropriate opportunities arise, but reserves the right to selectively spend unassigned resources first to defer the use of these other classified funds.

#### **(n) *Reclassifications***

In prior years, the Reserve Trust Fund was classified as a Special Revenue Fund. As a result of implementing GASB Statement No. 54, "Fund Balance Reporting and Governmental Fund Type Definitions," the fund is now considered part of the General Fund. The beginning fund balance of the Reserve Trust Fund was reclassified to the General Fund on the balance sheet and statement of revenue, expenditures, and changes in fund balance for the governmental funds.

#### **(o) *Interfund Receivables and Payables***

All outstanding balances between funds are reported as due to/from other funds. There is no activity between funds that is representative of lending/borrowing arrangements at the end of the fiscal year.

The Criminal Court Agency Fund includes receipts and disbursements of the First Judicial District Court. The monies in the fund are not available for use by the Commission; however, state law requires that the Commission fund all deficits of the fund and entitles the Commission to one-half of any surplus. These transactions are accounted for as receipts or disbursements of the Criminal Court Fund and the General Fund as applicable.

#### **(p) *Grants from Other Governmental Agencies***

Federal and state governmental agencies represent an important source of supplementary funding to finance housing, employment, construction programs, and other activities beneficial to the Parish. These funds, primarily in the form of grants, are recorded in the General, Special Revenue, and Capital Projects Funds. A grant receivable is recorded when the Commission has a right to reimbursement under the related grant. The grants normally specify the purpose for which the funds may be used and are audited annually under the single audit approach as mandated in OMB Circular A-133.

#### **(q) *Cash and Cash Equivalents***

For purposes of the Statement of Cash Flows, the Commission considers all highly liquid investments with an original maturity of three months or less when purchased and its investment in the LAMP to be cash equivalents.



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**(r) Future Adoption of Accounting Pronouncements**

In December 2009, the GASB issued Statement No. 57, "OPEB Measurements by Agent Employers and Agent Multiple-Employer Plans." GASB Statement No. 57 amends certain current standards related to employer accounting and reporting for OPEB, and OPEB plan reporting. The newer requirements are intended to increase the number of employer governments which may use the 'alternative method' and clarifies that the same frequency and timing of determining OPEB measures are required for both agent multiple-employer plans and those plans' participating employer governments. This statement, effective for periods beginning after June 15, 2011, will not have a financial impact on the Commission.

The GASB issued Statement No. 60, "Accounting and Financial Reporting for Service Concession Arrangements," which establishes recognition, measurement, and disclosure requirements related to service concession arrangements, which are a type of public-private or public-public partnership. This statement is effective for periods beginning after December 15, 2011, however, it management has not yet determined the financial statement impact of the pronouncement.

GASB Statement No. 61, "The Financial Reporting Entity: Omnibus – an amendment of GASB Statements No. 14 and No. 34," improves financial reporting for a governmental financial reporting entity. The requirements of Statement No. 14, The Financial Reporting Entity, and the related financial reporting requirements of Statement No. 34, Basic Financial Statements – and Management's Discussion and Analysis – for State and Local Governments, were amended to better meet user needs and to address reporting entity issues that have arisen since the issuance of those Statements. This statement also modifies and amends certain requirements for inclusion of component units in the financial reporting entity. The provisions of this statement are effective for financial statements for periods beginning after June 15, 2012. Management has not yet determined the financial statement impact of the pronouncement.

The GASB recently issued Statement No. 62, "Codification of Accounting and Financial Reporting Guidance Contained in Pre-November 30, 1989 FASB and AICPA Pronouncements." The objective of this statement is to incorporate into the GASB's authoritative literature certain accounting and financial reporting guidance that is included in the GASB and AICPA pronouncements issued on or before November 30, 1989, which does not conflict with or contradict GASB pronouncements. This statement is effective for periods beginning after December 15, 2011, and management has not yet determined the financial statement impact of the pronouncement.

**(2) Cash and Investments**

The Commission maintains a consolidated cash management pool that is available for use by all funds. Each fund type's portion of the consolidated cash pool is displayed on the Statement of Net Assets as "Cash and cash equivalents" or "Investments."

**(a) Deposits**

Deposits (including demand deposit accounts and certificates of deposits) at December 31, 2011, had a carrying amount of \$4,799,874 and a bank balance of \$6,088,135.

The Commission's bank balance of deposits at December 31, 2011, is not exposed to any custodial credit risk. Custodial credit risk is the risk that in the event of a bank failure, the Commission's deposits may not be returned. All Commission deposits are covered by FDIC

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insurance or pledged securities. The Commission does not have a written policy for custodial credit risk.

The carrying amount of deposits does not include cash on hand balance of \$375, which is not on deposit with a financial institution. Cash on hand includes petty cash and cash received but not yet deposited at year-end.

**(b) Investments**

State statutes authorize the Commission to invest in direct obligations of the U. S. Treasury, U. S. government agency obligations, and LAMP, a local government investment pool. LAMP is administered by LAMP, Inc., a nonprofit corporation organized under the laws of the State of Louisiana. The LAMP portfolio includes only securities and other obligations in which local governments in Louisiana are authorized to invest. The dollar weighted average portfolio maturity of LAMP assets is restricted to not more than 90 days, and consists of no securities with a maturity in excess of 397 days. The fair value of investments is determined on a weekly basis to monitor any variances between amortized cost and fair value. For purposes of determining participant's shares, investments are valued at amortized cost. LAMP is designed to be highly liquid to give participants daily access to their account balances.

Interest rate risk is the risk that changes in market interest rates will adversely affect the fair value of an investment. Generally, the longer the maturity of an investment, the greater the sensitivity of its fair value to changes in market interest rates. The Commission's investment policy requires all securities to be investment grade obligations, but does not address specific credit quality ratings. The Commission does not limit the amount that may be invested in securities of any one issuer. In accordance with the investment policy, the maximum permitted maturity of any individual security in the Commission's portfolio is five years. It is a further requirement that the overall portfolio be structured to provide a minimum cash flow, through maturities, equal to 20% of the portfolio balance on an annual basis. Applicable state statutes do not address credit quality ratings, concentration of credit risk by issuer, or investment maturity limitations.

Information about the exposure of the Commission's investments to this risk, using the segmented time distribution model is as follows:

Security	Standard & Poor's Rating	Percentage of total portfolio	Fair market value	Months to maturity			
				0-6	6-12	12-24	Over 24
LAMP - cash	N/A	5%	\$ 8,069,467	\$8,069,467	\$ -	\$ -	\$ -
Municipal Bonds	AA-	1%	1,426,200	-	-	-	1,426,200
U.S. chartered agencies:							
Federal National Mortgage Association	AAA	23%	33,567,934	-	4,041,911	-	29,526,023
Federal Home Loan Mortgage Corporation	AAA	17%	24,413,894	-	-	9,547,289	14,866,605
Federal Home Loan Bank	AAA	29%	41,987,454	2,780,599	4,956,210	10,264,589	23,986,056
Federal Farm Credit Bank	AAA	25%	36,123,860	1,517,733	574,623	1,327,418	32,704,086
Total		100%	\$ 145,588,809	\$12,367,799	\$ 9,572,744	\$ 21,139,296	\$102,508,970
Percentage of portfolio value			100%	8%	7%	15%	70%

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The investments with original maturities of three months or more when purchased totaling \$136,784,109 and \$736,967 are classified as "Investments" on the Statement of Net Assets and the Statement of Fiduciary Assets and Liabilities, respectively. The balance of cash in the LAMP totaling \$8,069,467 is classified as "Cash and cash equivalents" on the Statement of Net Assets because the account operates similar to a money market fund.

**(3) Ad Valorem Taxes**

The Commission levies taxes on real and business personal property located within Caddo Parish's boundaries. Property taxes are levied by the Commission on property values assessed by the Caddo Parish Tax Assessor and approved by the State of Louisiana Tax Commission.

The Caddo Parish Sheriff's Office bills and collects property taxes for the Commission. Collections are remitted to the Commission monthly. In the fund level statements, the Commission property tax revenues are recognized when levied to the extent that they are collected within 60 days after year-end.

**Property tax calendar**

Assessment date	January 1
Levy date	Not later than June 1
Tax bills mailed	On or about November 25
Total taxes are due	December 31
Penalties and interest are added	January 1
Lien date	January 1
Tax sale - 2011 delinquent property	On or about May 15, 2012

The Commission is permitted to levy taxes up to 10% of the assessed property valuation for each specified purpose, or, in the aggregate for all purposes, 35% of the assessed valuation for the payment of principal and interest on long-term debt after approval by the voters of the Parish. A total of approximately \$623,939,740 of additional bonded debt is available for issuance pursuant to the 35% limitation. Property taxes are recorded as receivables and revenues in the year assessed, net of combined estimated allowance for uncollectible accounts of \$2,143,749. Property taxes totaling \$1,040,906 not collected within 60 days have been deferred in the FFS.

Assessed values are established by the Caddo Parish Tax Assessor each year on a uniform basis at the following ratios to fair value:

10% land	15% machinery
10% residential improvements	15% commercial improvements
15% industrial improvements	25% public service properties, excluding land

A revaluation of all property is required to be completed no less than every four years. The last revaluation was completed for the roll of January 1, 2008. Total assessed value was \$1,881,756,400 in 2011. Louisiana state law exempts the first \$7,500 of assessed value of a taxpayer's primary residence from Parish property taxes. This homestead exemption was \$340,067,180 of the assessed value in 2011.

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The distribution of the Commission's levy (tax rate per \$1,000 assessed value) to its funds was as follows for 2011:

Fund	Property within Shreveport and Vivian	Property outside Shreveport and Vivian
General Fund	3.11%	6.23%
Public Works	3.87%	3.87%
Courthouse Maintenance	2.60%	2.60%
Detention Facilities	5.10%	5.10%
Solid Waste	.00%	.00%
Parks and Recreation	.81%	.81%
Juvenile Court	1.89%	1.89%
Criminal Justice	3.24%	3.24%
Health Unit	1.93%	1.93%
Shreve Memorial Library	8.95%	8.95%
Biomedical	1.69%	1.69%
Debt Service	1.75%	1.75%
	34.94%	38.06%

**(4) Capital Assets**

A summary of changes in capital assets is as follows:

Governmental activities:	Balance December 31, 2010	Additions	Reductions	Balance December 31, 2011
<b>Capital assets not being depreciated:</b>				
Land and land improvements	\$ 14,570,950	\$ 27,102	\$ 14,279	\$ 14,583,773
Construction in progress - Infrastructure	-	144,776	-	144,776
Construction in progress	1,503,502	5,122,762	605,480	6,020,784
Total capital assets not being depreciated	16,074,452	5,294,640	619,759	20,749,333
<b>Capital assets being depreciated:</b>				
Buildings and structures	86,869,045	1,690,648	-	88,559,693
Equipment and vehicles	31,717,145	3,326,388	1,216,389	33,827,144
Infrastructure	370,578,465	4,543,080	1,340,702	373,780,843
Total capital assets being depreciated	489,164,655	9,560,116	2,557,091	496,167,680
<b>Less accumulated depreciation for:</b>				
Buildings and structures	(30,504,798)	(2,143,108)	-	(32,647,906)
Equipment and vehicles	(23,033,281)	(2,411,853)	(1,139,241)	(24,305,893)
Infrastructure	(236,500,542)	(10,937,401)	(1,228,732)	(246,209,211)
Total accumulated depreciation	(290,038,621)	(15,492,362)	(2,367,973)	(303,163,010)
Total capital assets being depreciated, net	199,126,034	(5,932,246)	189,118	193,004,670
Capital assets, net	\$ 215,200,486	\$ (637,606)	\$ 808,877	\$ 213,754,003

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Construction in progress consisted of the following:

<b>Caddo Correctional Center:</b>	
Energy Service performance contract	\$ 1,444,486
Sheriff office upgrades	457,436
Eddie Jones Park – construction of pavilion and restrooms	499,412
Earl Williamson Park – restroom renovations and rebuilding of a barn	293,231
Walter Jacobs Park – construction of aviary, refinish wood floors and replace roof	105,352
Twelve Mile Bayou – construction of access road, parking and boat ramp	11,000
Bickham building – 4 <sup>th</sup> floor renovations	54,000
Selber building – renovations	201,413
Juvenile Detention Center – fire alarm upgrades	313,742
Courthouse – phone system and air conditioning upgrades	391,218
Animal services building reconstruction	240,058
Kennels	132,156
Shreveport Memorial Library – purchase and renovations of new administrative building	<u>1,877,280</u>
	<u>6,020,784</u>
<b>Infrastructure:</b>	
Linwood Avenue – road reconstruction	142,776
Wildwood South – drainage project	<u>2,000</u>
	<u>144,776</u>
<b>Total construction in progress</b>	<b><u>\$ 6,165,560</u></b>

The Commission leases the Shreveport Regional Lab to the State Department of Health and Hospitals under an operating lease expiring in June of 2019. The building being leased has a net book value of \$1,010,029. The cost of the building is \$1,496,340 with accumulated depreciation of \$486,311. Minimum future rentals to be received are as follows:

Year ending December 31:

2012	\$ 72,000
2013	\$ 72,000
2014	\$ 72,000
2015	\$ 72,000
2016	\$ 72,000
2017 - 2019	\$ 180,000

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Depreciation expense was charged to functions/programs of the primary government as follows:

Governmental activities:

General government	\$ 37,569
Criminal justice	1,195,423
Health and welfare	287,338
Highways, streets, and drainage	11,441,842
Building facilities	428,165
Sanitation	79,543
Economic development	53,004
Culture and recreation	1,969,478
Total depreciation expense - governmental activities	<u>\$ 15,492,362</u>

**(5) Long-Term Debt**

The following is a summary of the long-term obligation activity for the year ended December 31, 2011:

Governmental activities:	Beginning balance	Additions	Reductions	Ending Balance	Due within one year
General obligation bonds payable	\$ 30,070,000	\$ -	\$ 1,140,000	\$ 28,930,000	\$ 1,100,000
Limited tax revenue bonds payable	6,000,000	-	255,000	5,745,000	205,000
Certificates of indebtedness	2,220,000	-	1,085,000	1,135,000	1,135,000
Claims and judgments payable	328,423	4,341,427	3,807,181	862,669	862,669
Compensated absences	2,140,983	1,001,544	767,770	2,374,757	898,039
Net OPEB obligation	1,277,957	846,799	375,368	1,749,388	-
Governmental activity long-term liabilities	<u>\$ 42,037,363</u>	<u>\$ 6,189,770</u>	<u>\$ 7,430,319</u>	<u>\$ 40,796,814</u>	<u>\$ 4,200,708</u>

Long-term debt at December 31, 2011 is comprised of the following issues:

General obligation bonds – applicable to general parish operations:

\$10,000,000 2007 Bonds, due in annual installments of \$350,000 to \$820,000 through February 1, 2027; interest at 4.25% to 5.00%	\$ 9,280,000
\$10,000,000 2008 Bonds, due in annual installments of \$350,000 to \$820,000 through February 1, 2028; interest at 4.125% to 6.00%	9,650,000
\$10,000,000 2009 Bonds, due in annual installments of \$345,000 to \$825,000 through February 1, 2029; interest at 2.50% to 4.15%	10,000,000
Total general obligation bonds payable	<u>\$ 28,930,000</u>

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**Limited tax revenue bonds:**

\$6,000,000 2010 Limited Tax Revenue Bonds, due in annual installments of \$205,000 to \$425,000 through March 1, 2030; interest at 2.00% to 3.75%	5,745,000
Total limited tax revenue bonds	<u>5,745,000</u>

**Certificates of indebtedness:**

\$9,000,000 Certificates of Indebtedness, Series 2002, due in annual installments of \$360,000 to \$1,135,000 through March 1, 2012; interest at 2.875% to 3.7%	1,135,000
Total certificates of indebtedness	<u>1,135,000</u>
Total long-term debt	<u>\$ 35,810,000</u>

The annual requirements to amortize all debt outstanding as of December 31, 2011, are as follows:

	<b>Governmental activities</b>		
	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
Years ending December 31:			
2012	\$2,440,000	\$1,399,811	\$3,839,811
2013	1,370,000	1,329,437	2,699,437
2014	1,450,000	1,277,375	2,727,375
2015	1,515,000	1,222,201	2,737,201
2016	1,590,000	1,163,344	2,753,344
2017-2021	9,255,000	4,790,344	14,045,344
2022-2026	11,805,000	2,873,091	14,478,091
2027-2031	6,385,000	1,153,978	7,538,978
2032-2034	-	407,395	407,395
	<u>\$ 35,810,000</u>	<u>\$ 15,416,976</u>	<u>\$ 51,226,976</u>

Principal payments of \$1,140,000 plus interest of \$1,252,440 on the bonds payable were paid from the Debt Service Fund. Principal payments of \$1,085,000 plus interest of \$61,525 on the certificates of indebtedness were paid from the Shreve Memorial Library Fund.

There are a number of limitations and restrictions contained in the various bond indentures and the certificates of indebtedness. Management believes the Commission is in substantial compliance with all significant limitations and restrictions.

General obligation bonds are direct general obligations of the Commission. Principal and interest are payable from ad valorem taxes levied on all taxable property within the Parish.

In March 1998, the Commission issued \$3,425,000 of general obligation refunding bonds to advance refund a portion of the Series 1991 A and the Series 1991 B general obligation bonds in the amounts of \$2,445,000 and \$695,000, respectively. The Series 1991 A and B bonds are considered defeased. At December 31, 2011, the outstanding balance is \$0 on both the 1991 A and 1991 B refunded bonds.

In 2008, the Commission issued \$10,000,000 of general obligation bonds to fund various capital

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projects for the Parish. There was no premium or discount related to the issuance. The Commission paid \$67,727 in costs related to the issuance, less \$26,546 in refunded interest, resulting in net bond costs of \$41,181.

In 2009, the Commission issued \$10,000,000 of general obligation bonds to fund various capital projects for the Parish. There was no premium or discount related to the issuance. The Commission paid \$66,001 in costs related to the issuance, less \$16,001 in refunded interest, resulting in net bond costs of \$50,000.

In 2010, the Commission issued \$6,000,000 of limited tax revenue bonds to fund various capital projects for the Parish. There was no premium or discount related to the issuance. The Commission paid \$71,195 in costs related to the issuance, less \$21,700 in refunded interest, resulting in net bond costs of \$49,495.

**(6) Other Required Individual Fund Disclosures**

**(a) Interfund Receivables and Payables**

Individual fund interfund receivable and payable balances at December 31, 2011, were as follows:

Due from other funds	Due to other funds						Total
	Detention Facilities Fund	Biomedical Fund	Criminal Justice Fund	Nonmajor Special Revenue Funds	Nonmajor Debt Service Fund	Internal Service Funds	
General Fund	\$ 553,809	\$ 265,403	\$ 1,896,232	\$ -	\$ 357,246	\$ -	\$ 3,072,690
Shreve Memorial Library Fund	-	-	134,592	-	-	-	134,592
Public Works Fund	1,656,649	-	-	-	-	-	1,656,649
Capital Outlay Fund	-	284,729	-	-	-	-	284,729
Nonmajor Capital Project Funds	-	-	1,176,626	-	-	-	1,176,626
Nonmajor Special Revenue Funds	256,820	1,158,049	109,001	798,935	-	-	2,322,805
Internal Service Funds	-	-	-	-	-	88,307	88,307
	<u>\$ 2,467,278</u>	<u>\$ 1,708,181</u>	<u>\$ 3,316,451</u>	<u>\$ 798,935</u>	<u>\$ 357,246</u>	<u>\$ 88,307</u>	<u>\$ 8,736,398</u>

All balances resulted from the time lag between the dates that: (1) interfund goods and services are provided or reimbursable expenditures occur, (2) transactions are recorded in the accounting system, and (3) payments between funds are made. Additionally, balances resulted from negative cash balances in certain funds.



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**Notes to Basic Financial Statements**  
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**(b) Transfers**

A reconciliation of operating transfers follows:

Transfers out	Transfers In				Nonmajor Special Revenue Funds	Total
	General Fund	Detention Facilities Fund	Public Works Fund	Capital Outlay Fund		
General Fund	\$ -	\$ -	\$ -	\$ 400,000	\$ 5,000	\$ 405,000
Public Works Fund	-	-	-	14,076,000	-	14,076,000
Criminal Justice Fund	1,075,000	900,000	-	-	2,375,000	4,350,000
Capital Outlay Fund	-	-	106,396	-	507,956	614,352
Nonmajor Special Revenue Funds	10,250,000	-	-	1,314,750	526,500	12,091,250
Nonmajor Capital Project Funds	-	-	-	9,899,883	-	9,899,883
	<u>\$ 11,325,000</u>	<u>\$ 900,000</u>	<u>\$ 106,396</u>	<u>\$ 25,690,633</u>	<u>\$ 3,414,456</u>	<u>\$ 41,436,485</u>

Transfers are used to: (1) move revenues from the fund that statute or budget requires to collect them to the fund that statute or budget requires to expend them, (2) move receipts restricted to debt service from the funds collecting the receipts to the debt service fund as debt service payments become due, and (3) use unrestricted revenues collected in the General Fund to finance various programs accounted for in other funds in accordance with budgetary authorizations.

The Capital Outlay Fund was established to budget and monitor the status of ongoing capital projects and expenditures. The funding for this fund is provided primarily through transfers from various other funds of the Commission.

**(7) Defined Benefit Pension Plans**

**(a) Description of Plans**

The Commission provides retirement, death, and disability benefits to its employees through two pension plans administered by other governmental entities.

**Parochial Employees' Retirement System of Louisiana (Parochial Plan)**

*Plan description* - Substantially all Commission employees are members of this cost-sharing multiple-employer public employee statewide plan administered by the Parochial Employees' Retirement System. All classified Parish employees who work at least 28 hours per week and are under 60 years of age are required to become members of the plan on the date of employment. Benefit provisions are established in accordance with Louisiana State Statute. The Parochial Plan issues a publicly available financial report that includes financial statements and required supplementary information. That report may be obtained by writing to the board of trustees of the Parochial Employees' Retirement System of Louisiana, P.O. Box 14619, Baton Rouge, LA, 70898.

*Funding policy* - Covered employees are required to contribute 9.50% of their salary. The Commission is required to contribute 15.75% of covered employees' salaries. The employer and employee contribution obligations are established and may be amended by Louisiana State

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### **Notes to Basic Financial Statements** **December 31, 2011**

Statute. The Commission's contributions for the years ended December 31, 2011, 2010, and 2009, were \$1,956,324, \$1,879,280, and \$1,416,899, respectively, equal to the required contributions for each year. The Parochial Plan's pension liability was determined in accordance with GASB Statement No. 27 and equaled zero before and after the transition.

#### **City of Shreveport Employees' Retirement System (City Plan)**

*Plan description* - Substantially all employees of the Shreve Memorial Library are members of this cost-sharing multiple-employer defined benefit plan, which is administered by the City of Shreveport. Enrollment is mandatory for full-time, permanent employees. Benefit provisions are established and may be amended by Shreveport City ordinance. The City of Shreveport issues a publicly available financial report that includes financial statements and required supplementary information of the City Plan. That report may be obtained by writing the City of Shreveport, P.O. Box 31109, Shreveport, LA, 71130.

*Funding policy* - Plan members are required to contribute 9.00% of their salary. The Commission is required to contribute 13.15% of covered employees' salaries. This total contribution rate is allocated between the City Plan and the ERS Employer Contribution Plan, which is a savings plan for members. The employer and employee contribution obligations are established and may be amended by Shreveport City ordinance. The Commission's contributions for the years ended December 31, 2011, 2010, and 2009, were \$545,368, 536,005, and \$485,817, respectively, equal to the required contribution for each year. The plan's pension liability was determined in accordance with GASB Statement No. 27 and equaled zero before and after the transition.

#### **(8) Other Post-Employment Healthcare Benefits**

**Plan Description** - In addition to the pension benefits described in note 7, the Commission provides postretirement healthcare benefits and life insurance, in accordance with state statutes, to all retiring employees who were participating in the group insurance plan prior to their retirement date. The Commission's Other Post-employment Benefit (OPEB) plan is a single-employer defined benefit "substantive plan" as understood by past practices of the employer and its employees. Although no written plan or trust currently exists or is sanctioned by law, the OPEB plan is reported based on communication to plan members.

The Commission is self-insured for medical benefits including postretirement healthcare benefits. Currently, there are 100 retirees receiving life insurance coverage and 101 receiving healthcare benefits. The Commission reimburses 80% of the amount of validated claims for medical and hospitalization costs incurred by pre-Medicare employees and their dependents. The Commission also reimburses 80% of Medicare supplemental benefits for retirees over the age of 65.

Medical benefits are provided to employees upon retirement. Employees hired before January 1, 2007, have retirement eligibility (D.R.O.P. entry) provisions as follows: 30 years of service at any age; age 55 and 25 years of service; age 60 and 10 years of service; or, age 65 and 7 years of service. Employees hired on and after January 1, 2007, have retirement eligibility (D.R.O.P. entry) provisions as follows: 30 years of service at any age; age 62 and 10 years of service; or age 67 and 7 years of service. Complete plan provisions are contained in the official plan documents.

Life insurance coverage of a flat amount of \$4,000 is provided to all Caddo Parish Commission retirees. The blended rates for insurance coverage as provided in the census data are approximately \$0.21 per \$1,000 of insurance for active employees and \$0.265 per \$1,000 of insurance for retired. The employer pays 100% of the "cost" of the retiree life insurance, but it is based on the blended rates. Since GASB 45 requires the use of "unblended" rates, we have used the 94GAR mortality table described above to "unblend" the rates so as to reproduce the composite

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**Notes to Basic Financial Statements**  
**December 31, 2011**

blended rate overall as the rate structure to calculate the actuarial valuation results for life insurance. All of the assumptions used for the valuation of the medical benefits have been used except for the trend assumption; zero trend was used for life insurance.

**Contribution Rates** - Employees do not contribute to their post-employment benefits costs until they become retirees and begin receiving those benefits. The plan provisions and contribution rates are contained in the official plan documents. Premiums for retirees are determined by the plan. In 2011, retiree premiums for healthcare benefits totaled \$108,123, or .71% of covered payroll. There were no retiree premiums paid for life insurance benefits.

**Fund Policy** - Until 2008, the Commission recognized the cost of providing post-employment medical benefits (the Commission's portion of the retiree medical benefit premiums) as an expense when the benefit premiums were due and thus financed the cost of the post-employment benefits on a pay-as-you-go basis. Effective with the fiscal year beginning January 1, 2008, the Commission implemented Government Accounting Standards Board Statement No. 45, *Accounting and Financial Reporting by Employers for Post-employment Benefits Other than Pensions* (GASB 45). The funding policy is not to fund the ARC except to the extent of the current year's retiree funding costs.

In 2011, the Commission's portion of healthcare premium cost and life insurance premiums for retired employees totaled \$375,368, and claims totaled \$306,882. The life insurance carrier paid out \$20,000 in life insurance benefits in 2011. These amounts were applied toward the Net OPEB Benefit Obligation.

**Annual Required Contribution** - The Commission's Annual Required Contribution (ARC) is an amount actuarially determined in accordance with GASB 45. The Annual Required Contribution (ARC) is the sum of the Normal Cost plus the contribution to amortize the Actuarial Accrued Liability (AAL). A level dollar, closed amortization period of 30 years (the maximum amortization period allowed by GASB 43/45) has been used for the post-employment benefits. The total ARC for the fiscal year beginning January 1, 2011, is \$869,585, as set forth below:

	<u>Total</u>
Normal cost	\$ 318,897
30-year UAL amortization amount	550,688
Annual required contribution (ARC)	<u>\$ 869,585</u>

**Net Post-employment Benefit Obligation (Asset)** - The table below shows the Commission's Net Other Post-employment Benefit (OPEB) obligation for fiscal year ended December 31, 2011:

	<u>Total</u>
Net OPEB obligation as of January 1, 2011	\$ 1,277,957
Annual required contribution	869,585
Interest on net OPEB obligation	51,118
ARC adjustment	( 73,904)
OPEB cost	2,124,756
Contribution	-
Current retiree premium	<u>375,368</u>
Net OPEB obligation as of December 31, 2011	<u>\$ 1,749,388</u>

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The following table shows the three-year trend of the Commission's annual post-employment benefits (PEB) cost, percentage of the cost contributed, and the net unfunded post-employment benefits (PEB) liability (asset):

<b>Post-employment benefit</b>	<b>Fiscal year ended</b>	<b>Annual OPEB cost</b>	<b>Percentage of annual cost contributed</b>	<b>Net OPEB obligation (asset)</b>
Medical & Life Insurance	12/31/09	\$ 795,397	63.91%	\$ 794,842
Medical & Life Insurance	12/31/10	\$ 821,967	41.22%	\$ 1,277,957
Medical & Life Insurance	12/31/11	\$ 2,124,756	17.67%	\$ 1,749,388

**Funded Status and Funding Progress** - In the fiscal year ended December 31, 2011, the Commission made no contributions to its post-employment benefits plan. The plan was not funded at all, has no assets, and hence has a funded ratio of zero. As of December 31, 2011, the Actuarial Accrued Liability (AAL) was \$9,903,603, which is defined as that portion, as determined by a particular actuarial cost method (the Commission uses the Projected Unit Credit Cost Method), of the actuarial present value of post-employment plan benefits and expenses that is not provided by normal cost. Since the plan was not funded in fiscal year 2011, the entire actuarial accrued liability of \$9,903,603 was unfunded.

	<b>Total</b>
Actuarial Accrued Liability (AAL)	\$ 9,903,603
Actuarial Value of Plan Assets	-
Unfunded Actuarial Accrued Liability (UAAL)	\$ 9,903,603
Funded Ratio (Act. Value Assets/AAL)	0%
Covered Payroll (active plan members)	\$ 15,264,642
UAAL as a percentage of covered payroll	64.88%

The required schedule of funding progress immediately follows the notes to the financial statements and presents multi-year trend information regarding whether the actuarial value of plan assets is increasing or decreasing over time relative to the actuarial accrued liability for benefits.

**Actuarial Methods and Assumptions** - Actuarial valuations involve estimates of the value of reported amounts and assumptions about the probability of events far into the future. The actuarial valuation for post-employment benefits includes estimates and assumptions regarding (1) turnover rate; (2) retirement rate; (3) healthcare cost trend rate; (4) mortality rate; (5) discount rate (investment return assumption); and (6) the period to which the costs apply (past, current, or future years of service by employees). Actuarially determined amounts are subject to continual revision as actual results are compared to past expectations and new estimates are made about the future.

The actuarial calculations are based on the types of benefits provided under the terms of the substantive plan (the plan as understood by the Commission and its employee plan members) at the time of the valuation and on the pattern of sharing costs between the Commission and its plan members to that point. The projection of benefits for financial reporting purposes does not explicitly incorporate the potential effects of legal or contractual funding limitations on the pattern of cost sharing between the Commission and plan members in the future. Consistent with the long-term perspective of actuarial calculations, the actuarial methods and assumptions used include techniques

# **CADDO PARISH COMMISSION**

## **Shreveport, Louisiana**

### **Notes to Basic Financial Statements**

#### **December 31, 2011**

that are designed to reduce short-term volatility in actuarial liabilities and the actuarial value of assets.

**Actuarial Cost Method** - The ARC is determined using the projected unit credit actuarial cost method. The employer portion of the cost for retiree medical care in each future year is determined by projecting the current cost levels using the healthcare cost trend rate and discounting this projected amount to the valuation date using the other described pertinent actuarial assumptions, including the investment return assumption (discount rate), mortality, and turnover.

**Actuarial Value of Plan Assets** - There are currently no assets as the Plan has been on a pay-as-you-go basis. It is anticipated that in future valuations a smoothed market value will be utilized consistent with Actuarial Standards Board ASOP 6, as provided in paragraph number 125 of GASB 45.

**Turnover Rate** - An age-related turnover scale based on actual experience as described by administrative staff has been used. The rates, when applied to the active employee census, produce an annual turnover of approximately 14%. The rates for each age are below:

<b>Age</b>	<b>Percent Turnover</b>
18-25	20.0 %
26-40	17.0 %
41-54	15.0 %
55+	8.0 %

**Post-employment Benefit Plan Eligibility Requirements** - Based on past experience, it has been assumed that entitlement to benefits will commence six years after earliest retirement eligibility (D.R.O.P. entry), as described above under "Plan Description." The six years represent three years in the D.R.O.P. plus an additional three years delay after the end of the D.R.O.P. period. Medical benefits are provided to employees upon actual retirement. Most employees are covered by the 'Parochial Employees' Retirement System of Louisiana, whose retirement eligibility (D.R.O.P. entry) provisions are as follows: 30 years of service at any age; age 55 and 25 years of service; age 60 and 10 years of service; or, age 65 and 7 years of service. For employees hired on and after January 1, 2007, retirement eligibility (D.R.O.P. entry) provisions are as follows: age 55 and 30 years of service; age 62 and 10 years of service; or, age 67 and 7 years of service.

**Investment Return Assumption (Discount Rate)** - GASB 45 states that the investment return assumption should be the estimated long-term investment yield on the investments that are expected to be used to finance the payment of benefits (that is, for a plan which is funded). Based on the assumption that the ARC will not be funded, a 4% annual investment return has been used in this valuation.

**Health Care Cost Trend Rate** - The expected rate of increase in medical cost is based on projections performed by the Office of the Actuary at the Centers for Medicare & Medicaid Services as published in National Health Care Expenditures Projections: 2003 to 2013, Table 3: National Health Expenditures, Aggregate and per Capita Amounts, Percent Distribution, and Average Annual Percent Change by Source of Funds: Selected Calendar Years 1990-2013, released in January, 2004 by the Health Care Financing Administration ([www.cms.hhs.gov](http://www.cms.hhs.gov)). "State and Local" rates for 2008 through 2013 from this report were used, with rates beyond 2013 graduated down to an ultimate annual rate of 5.0% for 2016 and later.

**Inflation Rate** - Included in both the Investment Return Assumption and the Healthcare Cost Trend rates above is an implicit inflation assumption of 2.50% annually.

**Mortality Rate** - The 1994 Group Annuity Reserving (94GAR) table, projected to 2002, based on a fixed blend of 50% of the unloaded male mortality rate and 50% of the unloaded female mortality rates, was

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## **Shreveport, Louisiana**

### **Notes to Basic Financial Statements**

#### **December 31, 2011**

used. This is the mortality table that the Internal Revenue Service requires to be used in determining the value of accrued benefits in defined benefit pension plans. Since GASB 45 requires the use of "unblended" rates, we have used the 94GAR mortality table described above to "unblend" the rates so as to reproduce the composite blended rate overall as the rate structure to calculate the actuarial valuation results for life insurance.

**Method of Determining Value of Benefits** - The "value of benefits" has been assumed to be the portion of the premium after retirement date expected to be paid by the employer for each retiree and has been used as the basis for calculating the actuarial present value of OPEB benefits to be paid. The employer pays 75% of the cost of the medical insurance for the retirees and dependents. The rates provided applicable before age 65 are "blended" rates. Since GASB 45 mandates that "unblended" rates be used, we have estimated the "unblended" rates for retirees before Medicare eligibility. It has been assumed that the retiree rate before Medicare eligibility is 130% of the blended rate.

#### **(9) Contingencies**

##### ***Litigation***

The Commission is a defendant in several lawsuits involving civil actions, most of which are partially covered by insurance. There are certain suits, which are in the early stages of discovery and for which the availability of insurance coverage or estimates of the ultimate liability of the Commission cannot be determined. Resolution of some of these cases could involve liability to the Commission in excess of insurance limits if the courts find in favor of the various plaintiffs. The Commission evaluates the existing litigation and accrues appropriate amounts in accordance with Financial Accounting Standards Board Statement (FASB) ASC Topic 450 as liabilities become probable and can be estimated. In the opinion of legal counsel, the Commission's ultimate exposure is unknown at this time. It is the policy of the Commission to pay judgments against the Commission on a current basis from current revenues. Settlements from litigation, insurance, and liability claims are included in General Insurance Fund expenditures.

##### ***Grant Disallowances***

The Commission participates in a number of state and federally assisted grant programs. The programs are subject to various compliance audits. Such audits could lead to requests for reimbursement by the grantor agency for expenditures disallowed under terms of the grants. Commission management believes that the amount of disallowances, if any, which may arise from future audits will not be material.

#### **(10) Risk Management**

The Commission is exposed to various risks of loss related to torts; theft of, damage to, and destruction of assets; errors and omissions; and natural disasters. The Group Insurance Fund is used to account for self-insurance activities involving group medical and life insurance coverage for Commission employees. The General Insurance Fund is used to account for self-insurance activities involving workers' compensation and general liability claims.

The Commission maintains property, general, automobile, and excess liability insurance coverage. The limit of coverage on the general liability policy is \$1,000,000 per occurrence and \$3,000,000 in the aggregate. The excess liability policy contains an additional aggregate limit of \$1,000,000 for general liability claims. The Commission is self-insured for medical benefits and workers' compensation coverage. Employees contribute for medical benefits coverage, and each department that pays salaries contributes for both medical and workers' compensation coverage. The Commission maintains stop-loss coverage with an insurance company for medical claims in excess of \$125,000 per occurrence with an aggregate

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**Notes to Basic Financial Statements**  
**December 31, 2011**

total of 125% of expected losses. Stop-loss coverage is also maintained for workers' compensation cases above \$300,000. Settlements have not exceeded insurance coverage for each of the past three fiscal years, and there were no reductions in insurance coverage from coverage in the prior year.

Payments to the Internal Service Funds are accounted for as revenues by the receiving fund and expenditures/expenses by the paying funds. Payments into the fund are available to pay claims and administrative costs of the self-insurance programs. Payments in excess of actual expenses are recorded as transfers. At December 31, 2011, \$3,135,824 and \$2,452,082, respectively, are reported as Group Insurance Fund and General Insurance Fund net asset balances.

All self-insurance programs are accounted for within Internal Service Funds. The Commission has included incurred but not reported claims in determining its claims liability in both self-insurance programs.

Liabilities are reported when it is probable that a loss has occurred and the amount of the loss can be reasonably estimated. Claims liabilities are calculated considering the effects of inflation, recent claim settlement trends including frequency and amount of payouts and other economic and social factors, including the effects of specific, incremental claim adjustment expenses, salvage, and subrogation. At December 31, 2011, the claims liability of \$862,669 and \$0 reported in the Group Insurance and General Insurance Funds, respectively, is based on the requirements of GASB Statement No. 10.

Changes in the Group Insurance Fund's claims liability amount in fiscal years 2010 and 2011 were:

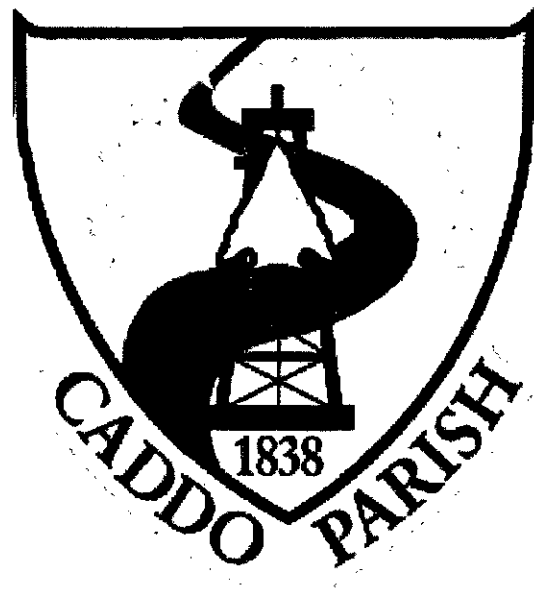
	Beginning of fiscal year liability	Current year claims and changes in estimates	Claims Payments	Balance, fiscal year end
2010	\$ 493,486	\$ 2,503,468	\$ 2,668,531	\$ 328,423
2011	\$ 328,423	\$ 3,983,038	\$ 3,448,792	\$ 862,669

Changes in the General Insurance Fund's claims liability amount in fiscal years 2010 and 2011 were:

	Beginning of fiscal year liability	Current year claims and changes in estimates	Claims Payments	Balance, fiscal year end
2010	\$ -	\$ 141,734	\$ 141,734	\$ -
2011	\$ -	\$ 358,389	\$ 358,389	\$ -

**(11) Subsequent Events**

Management of the Caddo Parish Commission has evaluated subsequent events through June 29, 2012, the date which financial statement were issued, concluding there were no events requiring disclosure.





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**Required Supplementary Information**  
**GENERAL FUND**  
**Schedule of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual**  
**for the Year Ended December 31, 2011**  
**(Unaudited)**

	Budgeted Amounts					Actual Amounts	Variance with Final Budget Positive
	General Fund Original	Reserve Trust Fund Original	General Fund Final	Reserve Trust Fund Final	Combined Final	(Budgetary Basis)	(Negative)
<b>Revenues</b>							
<b>Taxes:</b>							
Ad valorem	\$ 5,477,870	\$ -	\$ 5,477,870	\$ -	\$ 5,477,870	\$ 6,010,090	\$ 532,220
Other taxes, penalties, and interest	67,410	-	67,410	-	67,410	59,978	(7,432)
Total taxes	5,545,280	-	5,545,280	-	5,545,280	6,070,068	524,788
Charges for services	195,000	-	195,000	-	195,000	205,527	10,527
Licenses and permits	548,400	-	548,400	-	548,400	674,288	125,888
<b>Intergovernmental revenues:</b>							
State of Louisiana:							
Oil and gas severance tax	925,000	-	925,000	-	925,000	922,508	(2,492)
Beer tax	26,000	-	26,000	-	26,000	21,057	(4,943)
Timber severance pay	90,000	-	90,000	-	90,000	188,072	78,072
State revenue sharing	174,500	-	174,500	-	174,500	174,338	(162)
Total intergovernmental revenues	1,215,500	-	1,215,500	-	1,215,500	1,285,975	70,475
Gaming	185,000	-	185,000	-	185,000	227,724	42,724
Use of money and property:							
Rental, camping fees, other	-	-	-	-	-	9,935	9,935
Investment earnings:							
Interest earned	140,000	200,000	140,000	200,000	340,000	470,368	130,368
Net decrease in the fair value of investments	-	-	-	-	-	(16,907)	(16,907)
Total investment earnings	140,000	200,000	140,000	200,000	340,000	453,461	113,461
Other revenues	10,000	-	-	-	-	88,438	88,438
Total revenues	7,839,180	200,000	7,829,180	200,000	8,029,180	9,015,418	986,238
<b>Expenditures</b>							
<b>General government:</b>							
Commission	718,779	-	718,779	-	718,779	644,722	72,057
Administration	597,883	-	597,883	-	597,883	525,984	71,899
Human resources	129,899	-	129,899	-	129,899	97,033	32,866
Finance	412,069	10,468	412,069	10,468	422,537	387,008	35,529
Information systems	130,830	-	130,830	-	130,830	108,328	22,302
Elections	753,738	-	753,738	-	753,738	539,174	214,564
LSU extension	61,500	-	64,000	-	64,000	58,664	5,336
Allocations to other entities	230,194	-	230,194	-	230,194	230,194	-
Statutory appropriations	357,880	-	357,880	-	357,880	242,699	115,181
Total general government	3,390,572	10,468	3,393,072	10,468	3,403,540	2,833,806	569,734
Criminal justice	5,428,844	-	5,428,844	-	5,428,844	5,376,377	53,467
Building facilities	238,730	-	238,730	-	238,730	177,430	59,300
Capital outlay	51,950	-	49,450	-	49,450	43,879	5,571
Total expenditures	9,105,096	10,468	9,109,096	10,468	9,119,564	8,431,492	688,072
Excess (deficiency) of revenues over (under) expenditures	(1,265,916)	189,532	(1,279,916)	189,532	(1,090,384)	583,924	1,674,308
<b>Other financing sources (uses):</b>							
Transfers in	1,075,000	1,400,000	1,075,000	10,250,000	11,325,000	11,325,000	-
Transfers out	(405,000)	-	(405,000)	-	(405,000)	(405,000)	-
Total other financing sources (uses)	670,000	1,400,000	670,000	10,250,000	10,920,000	10,920,000	-
<b>Net change in fund balance</b>	<b>(595,916)</b>	<b>1,589,532</b>	<b>(609,916)</b>	<b>10,439,532</b>	<b>9,829,616</b>	<b>11,503,924</b>	<b>1,674,308</b>
<b>Fund balance - beginning</b>	<b>12,541,215</b>	<b>29,903,190</b>	<b>12,541,215</b>	<b>29,903,190</b>	<b>42,444,405</b>	<b>42,444,405</b>	<b>-</b>
<b>Fund balance - ending</b>	<b>\$ 11,945,299</b>	<b>\$ 31,492,722</b>	<b>\$ 11,931,299</b>	<b>\$ 40,342,722</b>	<b>\$ 52,274,021</b>	<b>\$ 53,948,329</b>	<b>\$ 1,674,308</b>

See accompanying independent auditor's report and notes to budgetary comparison schedules.

**CADDO PARISH COMMISSION**  
**Shreveport, Louisiana**  
**Required Supplementary Information**  
**SPECIAL REVENUE FUND - SHREVE MEMORIAL LIBRARY FUND**  
**Schedule of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual**  
**for the Year Ended December 31, 2011**  
**(Unaudited)**

	Original and Final Budgeted Amounts	Actual Amounts	Variance with Final Budget Positive (Negative)
<b>Revenues</b>			
Ad valorem taxes	\$ 12,603,380	\$ 13,489,676	\$ 886,296
Intergovernmental revenues:			
State grants	13,000	-	(13,000)
State revenue sharing	403,942	397,843	(6,099)
Total intergovernmental revenues	416,942	397,843	(19,099)
Fines and forfeitures	151,000	110,726	(40,274)
Use of money and property:			
Interest earned	38,000	41,089	3,089
Other revenues	185,000	259,859	74,859
Total revenues	13,394,322	14,299,193	904,871
<b>Expenditures</b>			
Culture and recreation:			
Salaries, fringe benefits, and payroll taxes	8,474,520	8,204,146	270,374
Supplies	393,000	297,152	95,848
Utilities	723,863	741,994	(18,331)
Repairs and maintenance	855,900	927,037	(71,137)
Insurance	193,200	177,318	15,882
Books and library materials	1,395,000	830,830	564,170
Miscellaneous	811,200	547,092	264,108
Total culture and recreation	12,846,483	11,725,569	1,120,914
Debt service:			
Principal	1,085,000	1,085,000	-
Interest	61,525	61,525	-
Capital outlay	4,347,285	3,222,405	1,124,880
Total expenditures	18,340,293	16,094,499	2,245,794
Excess (deficiency) of revenues over (under) expenditures	(4,945,971)	(1,795,306)	3,150,665
Fund balance - beginning	16,220,987	16,220,987	-
Fund balance - ending	\$ 11,275,016	\$ 14,425,681	\$ 3,150,665

See accompanying independent auditor's report and notes to budgetary comparison schedules.

**CADDO PARISH COMMISSION**  
**Shreveport, Louisiana**  
**Required Supplementary Information**  
**SPECIAL REVENUE FUND - DETENTION FACILITIES FUND**  
**Schedule of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual**  
**for the Year Ended December 31, 2011**  
**(Unaudited)**

	Original and Final Budgeted Amounts	Actual Amounts	Variance with Final Budget Positive (Negative)
<b>Revenues</b>			
Ad valorem taxes	\$ 7,206,040	\$ 7,688,987	\$ 482,947
Intergovernmental revenues:			
State revenue sharing	229,500	226,632	(2,868)
Use of money and property:			
Interest earned	150	2,280	2,130
Other revenues	8,500	35,464	26,964
Total revenues	<u>7,444,190</u>	<u>7,953,363</u>	<u>509,173</u>
<b>Expenditures</b>			
Criminal justice:			
Salaries, fringe benefits, and payroll taxes	966,484	960,284	6,220
Supplies	230,500	233,927	(3,427)
Education, training, and travel	4,000	3,584	416
Utilities	920,000	884,412	35,588
Repairs and maintenance	334,000	333,425	575
Insurance	229,407	229,922	(515)
Interest	20,000	6,710	13,290
Miscellaneous	354,218	345,448	8,770
Contracted services - prison operations	5,035,000	4,344,057	690,943
Debt service:			
Principal	127,500	127,500	-
Interest	90,183	68,213	21,970
Fees and charges	200	200	-
Capital outlay	15,000	14,780	220
Total expenditures	<u>8,326,492</u>	<u>7,552,442</u>	<u>774,050</u>
Excess (deficiency) of revenues over (under) expenditures	(882,302)	400,921	1,283,223
Other financing sources (uses):			
Transfers in	<u>900,000</u>	<u>900,000</u>	<u>-</u>
Net change in fund balance	17,698	1,300,921	1,283,223
Fund balance - beginning	<u>2,759,869</u>	<u>2,759,869</u>	<u>-</u>
Fund balance - ending	<u>\$ 2,777,567</u>	<u>\$ 4,060,790</u>	<u>\$ 1,283,223</u>

See accompanying independent auditor's report and notes to budgetary comparison schedules.

**CADDO PARISH COMMISSION**  
**Shreveport, Louisiana**  
**Required Supplementary Information**  
**SPECIAL REVENUE FUND - PUBLIC WORKS FUND**  
**Schedule of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual**  
**for the Year Ended December 31, 2011**  
**(Unaudited)**

	Budgeted Amounts		Actual Amounts	Variance with Final Budget Positive (Negative)
	Original	Final		
<b>Revenues</b>				
<b>Taxes:</b>				
Ad valorem taxes	\$ 5,486,690	\$ 5,486,690	\$ 5,854,835	\$ 368,145
Sales tax	6,000,000	6,000,000	7,994,230	1,994,230
Total taxes	11,486,690	11,486,690	13,849,065	2,362,375
Licenses and permits	15,000	15,000	104,755	89,755
<b>Intergovernmental revenues:</b>				
State revenue sharing	191,000	191,000	168,579	(22,421)
Road royalties	225,000	225,000	680,668	455,668
Parish transportation fund	1,325,000	1,325,000	1,449,787	124,787
FEMA Grant	-	171,678	171,678	-
Total intergovernmental revenues	1,741,000	1,912,678	2,470,712	558,034
Charges for services	121,000	121,000	158,540	37,540
<b>Use of money and property:</b>				
<b>Investment earnings:</b>				
Interest earned	450,000	450,000	300,325	(149,675)
Net decrease in fair value of investments	-	-	(8,817)	(8,817)
Total investment earnings	450,000	450,000	291,508	(158,492)
<b>Other revenues</b>	50,000	50,000	94,329	44,329
<b>Total revenues</b>	<b>13,863,690</b>	<b>14,035,368</b>	<b>16,968,908</b>	<b>2,933,541</b>
<b>Expenditures</b>				
<b>Highways and streets:</b>				
<b>Administrative:</b>				
Salaries, fringe benefits, and payroll taxes	1,110,011	1,110,011	1,174,854	(64,843)
Supplies	36,600	36,600	44,966	(8,366)
Utilities	11,000	11,000	11,029	(29)
Repairs and maintenance	7,000	7,000	5,781	1,219
Contracted services	432,984	432,984	359,278	73,706
Insurance	121,323	121,323	121,323	-
Grant programs	68,076	239,754	171,678	68,076
Miscellaneous	108,267	108,267	80,482	27,785
Capital outlay	20,000	20,000	16,842	3,158
Total administrative	1,915,261	2,086,939	1,986,233	100,706
<b>Road maintenance:</b>				
Salaries, fringe benefits, and payroll taxes	2,891,047	2,891,047	2,636,439	254,608
Supplies	1,115,500	1,115,500	1,079,459	36,041
Utilities	78,000	78,000	68,937	9,063
Repairs and maintenance	431,000	431,000	480,238	(49,238)
Contracted services	37,300	37,300	30,924	6,376
Insurance	47,082	47,082	47,082	-
Miscellaneous	16,500	16,500	15,525	975
Total road maintenance	4,616,429	4,616,429	4,358,604	257,825

(continued)

See accompanying independent auditor's report and notes to budgetary comparison schedules.

**CADDO PARISH COMMISSION**

(continued)

**Shreveport, Louisiana**

Required Supplementary Information

**SPECIAL REVENUE FUND - PUBLIC WORKS FUND**

**Schedule of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual  
for the Year Ended December 31, 2011**

(Unaudited)

	Budgeted Amounts		Actual Amounts	Variance with Final Budget Positive (Negative)
	Original	Final		
Road construction:				
Road maintenance - road capital improvements:				
Supplies	25,000	25,000	32,026	(7,026)
Miscellaneous	211,448	211,448	195,152	16,296
Capital outlay	5,000	5,000	875	4,125
Total road capital improvements	241,448	241,448	228,053	13,395
Drainage:				
Road maintenance - drainage improvements:				
Salaries, fringe benefits, and payroll taxes	43,320	43,320	-	43,320
Supplies	25,000	25,000	13,923	11,077
Insurance	62,817	62,817	62,817	-
Right-of-way maintenance	469,000	469,000	462,000	7,000
Miscellaneous	109,882	109,882	90,162	19,720
Capital outlay	5,000	5,000	-	5,000
Total drainage improvements	715,019	715,019	628,902	86,117
Total expenditures	7,488,157	7,659,835	7,201,792	458,043
Excess (deficiency) of revenues over (under) expenditures	6,375,533	6,375,533	9,767,117	3,391,584
Other financing sources (uses):				
Transfers in	-	106,396	106,396	-
Transfers out	(14,076,000)	(14,076,000)	(14,076,000)	-
Total other financing sources (uses)	(14,076,000)	(13,969,604)	(13,969,604)	-
Net change in fund balance	(7,700,487)	(7,594,071)	(4,202,487)	3,391,584
Fund balance - beginning	35,944,546	35,944,546	35,944,546	-
Fund balance - ending	\$ 28,244,079	\$ 28,350,475	\$ 31,742,059	\$ 3,391,584

See accompanying independent auditor's report and notes to budgetary comparison schedules.

**CADDO PARISH COMMISSION****Shreveport, Louisiana****Required Supplementary Information****SPECIAL REVENUE FUND - BIOMEDICAL FUND****Schedule of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual  
for the Year Ended December 31, 2011****(Unaudited)**

	Original and Final Budgeted Amounts	Actual Amounts	Variance with Final Budget Positive (Negative)
<b>Revenues</b>			
Ad valorem taxes	\$ 2,390,170	\$ 2,554,511	\$ 164,341
Intergovernmental revenues:			
State revenue sharing	75,700	75,319	(381)
Use of money and property:			
Interest earned	100	39	(61)
Total revenues	<u>2,465,970</u>	<u>2,629,869</u>	<u>163,899</u>
<b>Expenditures</b>			
Economic Development:			
Salaries, fringe benefits, and payroll taxes	73,380	77,185	(3,805)
Interest	7,000	8,116	(1,116)
Reimburse Biomedical Research			
Foundation operating expenses	2,500,000	2,500,000	-
Miscellaneous	15,228	14,730	498
Total expenditures	<u>2,595,608</u>	<u>2,600,031</u>	<u>(4,423)</u>
Excess (deficiency) of revenues over (under) expenditures	(129,638)	29,838	159,476
<b>Fund balance - beginning</b>	<u>359,463</u>	<u>359,463</u>	<u>-</u>
<b>Fund balance - ending</b>	<u>\$ 229,825</u>	<u>\$ 389,301</u>	<u>\$ 159,476</u>

See accompanying independent auditor's report and notes to budgetary comparison schedules.

**CADDO PARISH COMMISSION**  
**Shreveport, Louisiana**  
Required Supplementary Information  
**SPECIAL REVENUE FUND - CRIMINAL JUSTICE FUND**  
**Schedule of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual**  
**for the Year Ended December 31, 2011**  
(Unaudited)

	Original and Final Budgeted Amounts	Actual Amounts	Variance with Final Budget Positive (Negative)
<b>Revenues</b>			
Ad valorem taxes	\$ 4,538,710	\$ 4,861,913	\$ 323,203
Intergovernmental revenues:			
State revenue sharing	116,500	142,364	25,864
Use of money and property:			
Interest earned	-	15	15
Total revenues	<u>4,655,210</u>	<u>5,004,292</u>	<u>349,082</u>
<b>Expenditures</b>			
Criminal Justice:			
Salaries, fringe benefits, and payroll taxes	130,170	137,790	(7,620)
Other	165,774	154,065	11,709
Total expenditures	<u>295,944</u>	<u>291,855</u>	<u>4,089</u>
Excess (deficiency) of revenues over (under) expenditures	4,359,266	4,712,437	353,171
<b>Other financing uses:</b>			
Transfers out	<u>(4,350,000)</u>	<u>(4,350,000)</u>	<u>-</u>
Net change in fund balance	9,266	362,437	353,171
Fund balance - beginning	899,821	899,821	-
Fund balance - ending	<u>\$ 909,087</u>	<u>\$ 1,262,258</u>	<u>\$ 353,171</u>

See accompanying independent auditor's report and notes to budgetary comparison schedules.

**CADDO PARISH COMMISSION**  
**Shreveport, Louisiana**  
**Required Supplementary Information**  
**Notes to Budgetary Comparison Schedules**  
**December 31, 2011**

**Budgets and Budgetary Accounting**

The Caddo Parish Commission (the Commission) utilizes the following procedures in establishing the budgetary data reflected in the financial statements:

- (1) Prior to November 1, the Parish Administrator submits to the Commission a proposed operating budget for the fiscal year commencing the following January 1. The operating budget includes proposed expenditures and the means of financing them.
- (2) A public hearing is then conducted, after proper official journal notification, to obtain taxpayer comments.
- (3) Prior to December 27, the budget is legally enacted through passage of an ordinance.
- (4) The budget ordinance is structured such that revenues are budgeted by source and appropriations are budgeted by department (function) or program expenditures. The Home Rule Charter provides that expenditures may not legally exceed appropriations on a functional (departmental or program) basis. Expenditures approved on a functional level are detailed by object account by the Parish Administrator and Finance Director. Revisions to the budget as enacted at the department (function) or program level require Commission action. Revisions at the object level can be approved by the Parish Administrator without seeking approval of the Commissioners. Several such revisions were made during the year ended December 31, 2011.
- (5) The Commission utilizes formal budgetary integration as a management control device and annual budgets are legally adopted for the General Fund, certain Special Revenue Funds, and the Debt Service Fund.
- (6) Comparison of budgeted and actual amounts as shown in the accompanying schedules includes the General Fund, those Special Revenue Funds that are included in the annual operating budget and for which a budget to actual comparison is required. Annual operating budgets were not prepared or adopted for the Head Start Fund, Section 8 Housing, nor the LA Community Development. The budgets for these funds are prepared on a grant entitlement basis rather than an annual basis. The budgets for these funds are not readily convertible to annual operating budgets; therefore, they are not included in the schedules.  
  
The capital budget appropriations, which encompass the Capital Projects Funds, present cumulative (project length) as opposed to annual budget amounts and, thus, budget and actual comparisons are not reported in the accompanying schedules for these funds. Actual to budget comparison is not required for the Internal Service Fund and Fiduciary Funds.
- (7) The basis of accounting applied to budgetary data presented is substantially consistent with the appropriate basis of accounting for each fund type for which an annual budget is prepared. Appropriations that are not expended lapse at year-end.



**CADDO PARISH COMMISSION**  
**Shreveport, Louisiana**  
**Required Supplementary Information**  
**Notes to Budgetary Comparison Schedules**  
**for the Year Ended December 31, 2011**

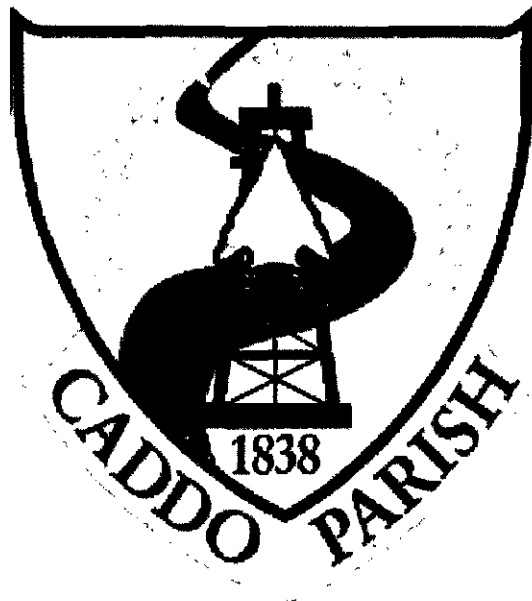
**Excess of Expenditures over Budget - Major Funds**

For those funds for which a budget to actual comparison was made, actual expenditures on a budgetary basis exceeded budgeted expenditures on a line-item basis as follows:

<b>Fund</b>	<b>Final budget</b>	<b>Actual on a budgetary basis</b>	<b>Negative variance</b>
Shreve Memorial Library:			
Culture and recreation:			
Utilities	\$ 723,663	\$ 741,994	\$ (18,331)
Repairs and maintenance	\$ 855,900	\$ 927,037	\$ (71,137)
Detention Facilities Fund:			
Criminal justice:			
Supplies	\$ 230,500	\$ 233,927	\$ (3,427)
Insurance	\$ 229,407	\$ 229,922	\$ (515)
Public Works Fund:			
Highways and streets:			
Administrative:			
Salaries, fringe benefits, and payroll taxes	\$ 1,110,011	\$ 1,174,854	\$ (64,843)
Supplies	\$ 36,600	\$ 44,966	\$ (8,366)
Utilities	\$ 11,000	\$ 11,029	\$ (29)
Road maintenance:			
Repairs and maintenance	\$ 431,000	\$ 480,238	\$ (49,238)
Supplies	\$ 25,000	\$ 32,026	\$ (7,026)
Biomedical Fund:			
Salaries, fringe benefits, and payroll taxes	\$ 73,380	\$ 77,185	\$ (3,805)
Interest	\$ 7,000	\$ 8,116	\$ (1,116)
Criminal Justice Fund:			
Salaries, fringe benefits, and payroll taxes	\$ 130,170	\$ 137,790	\$ (7,620)

**CADDO PARISH COMMISSION**  
**Shreveport, Louisiana**  
**Required Supplementary Information**  
**Other Post-employment Benefits - Schedule of Funding Progress**  
**(Unaudited)**

		(a)	(b)	(b-a)	(a/b)	(c)	((b-a)/c)
<u>Fiscal Year End</u>	<u>Actuarial Valuation Date</u>	<u>Actuarial Value of Assets</u>	<u>Actuarial Accrued Liability (AAL)</u>	<u>Unfunded AAL (UAAL)</u>	<u>Funded Ratio</u>	<u>Covered Payroll</u>	<u>UAAL as a Percentage of Covered Payroll</u>
12/31/2009	1/1/2008	\$ -	\$ 8,366,584	\$ 8,366,584	0%	\$ 16,335,341	51%
12/31/2010	1/1/2010	\$ -	\$ 9,156,438	\$ 9,156,438	0%	\$ 16,749,522	55%
12/31/2011	1/1/2010	\$ -	\$ 9,903,603	\$ 9,903,603	0%	\$ 15,264,642	65%



## **NONMAJOR GOVERNMENTAL FUNDS**

### **Special Revenue Funds**

Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than for major capital projects) that are legally restricted to expenditures for specified purposes.

**Building Maintenance Fund** – The Building Maintenance Fund accounts for the proceeds of a special ad valorem tax dedicated for maintenance and operation of the Parish courthouse and other public buildings.

**Parks and Recreation Fund** – The Parks and Recreation Fund accounts for the proceeds of a special ad valorem tax and other revenues dedicated for maintenance and operation of the Parish park system.

**Solid Waste Disposal Fund** – The Solid Waste Disposal Fund accounts for the proceeds of a special ad valorem tax, sales tax, and other revenues dedicated for maintenance and operation of the Parish solid waste system.

**Health Tax Fund** – The Health Tax Fund accounts for the proceeds of a special ad valorem tax dedicated to the maintenance and operation of the Parish health unit and animal services.

**Riverboat Fund** – The Riverboat Fund accounts for revenues received by the Commission from boarding fees related to the riverboat casinos.

**Economic Development Fund** – This fund was established by the Commission to account for the proceeds from the sale of land at the old penal farm site, now known as the West Shreveport Industrial Park. The sale proceeds, as well as additional revenues, are dedicated to economic development.

**Law Officers Witness Fund** – The Law Officers Witness Fund accounts for the proceeds of a special case charge on criminal matters. The revenues generated are dedicated to the payment of a special witness fee to law officers who are called as witnesses to testify in district court.

**Section 8 Housing Fund** – The Section 8 Housing Fund accounts for the proceeds of a federal grant program, which is dedicated to housing assistance payments for the benefit of low-income individuals. The program is funded by the United States Department of Housing and Urban Development.

**Juvenile Justice Fund** – The Juvenile Justice Fund accounts for the proceeds of a special ad valorem tax dedicated to the maintenance and operation of the parish juvenile court and detention facilities.

**Oil and Gas Fund** – The Oil and Gas Fund accounts for revenues received from lease bonuses and royalty payments resulting from the leasing of the oil and gas mineral rights on the Commission's property.

**Louisiana Community Development Block Grant Fund** – The Louisiana Community Development Block Grant Fund accounts for federal monies received by the Commission to provide funds for projects that allow for the development of viable urban communities by providing decent housing and a suitable living environment.

### **Capital Projects Funds**

Capital Projects Funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities. The Commission has three nonmajor capital projects funds.

**Criminal Justice Facilities Fund** – The Criminal Justice Facilities Fund accounts for the proceeds of a bond issue approved by the voters in 1988.

Additional construction funding was also provided by the State of Louisiana. The issue was dedicated to the construction and renovation of jail facilities.

### **Capital Projects Funds (continued)**

**Capital Improvement Fund** – The Capital Improvement Fund accounts for the proceeds of a bond issue approved by voters in 2007. The bonds are dedicated to acquiring, equipping, constructing, and improving major capital facilities.

**Capital Improvement II Fund** – The Capital Improvement Fund accounts for the proceeds of a bond issue approved by voters in 2007. The bonds are dedicated to acquiring, equipping, constructing, and improving major capital facilities.

### **Debt Service Fund**

The Debt Service Fund accounts for the accumulation of resources for, and the payment of, general long-term debt principal, interest, and related costs. The Debt Service Fund receives a dedicated portion of ad valorem taxes paid to the Commission.

**CADDO PARISH COMMISSION**  
**Shreveport, Louisiana**

**NONMAJOR GOVERNMENTAL FUNDS**  
**Combining Balance Sheet - By Fund Type**  
**December 31, 2011**

	Special Revenue Funds	Capital Projects Fund	Debt Service Fund	Total Nonmajor Governmental Funds
<b>Assets</b>				
Cash and cash equivalents	\$ 2,967,939	\$ 1,471,346	\$ -	\$ 4,439,285
Investments	36,302,274	19,059,259	-	55,361,533
Receivables, net:		-		
Ad valorem taxes	10,237,278	-	2,477,877	12,715,155
Other	1,398,657	-	-	1,398,657
Accrued interest	152,333	79,984	-	232,317
Due from other funds	2,322,805	1,176,626	-	3,499,431
Due from other governments	641,788	-	-	641,788
<b>Total assets</b>	<b>\$ 54,023,074</b>	<b>\$ 21,787,215</b>	<b>\$ 2,477,877</b>	<b>\$ 78,288,166</b>
<b>Liabilities and fund balances</b>				
<b>Liabilities</b>				
Accounts payable	\$ 481,053	\$ -	\$ -	\$ 481,053
Accrued liabilities	318,007	-	-	318,007
Due to other funds	798,935	-	357,246	1,156,181
Deferred revenue	355,236	-	51,522	406,758
Due to component units	116,458	-	-	116,458
<b>Total liabilities</b>	<b>2,069,689</b>	<b>-</b>	<b>408,768</b>	<b>2,478,457</b>
<b>Fund Balances</b>				
Nonspendable:				
Prepaid expenses	-	-	-	-
Restricted for:				
Criminal justice	2,081,421	-	-	2,081,421
Health and welfare	3,693,811	-	-	3,693,811
Highways, streets and drainage	-	-	-	-
Building facilities	6,607,921	-	-	6,607,921
Sanitation	18,153,758	-	-	18,153,758
Culture and recreation	2,558,814	-	-	2,558,814
Economic development	-	-	-	-
Debt service	-	-	2,069,109	2,069,109
Capital projects	-	21,787,215	-	21,787,215
Committed to:				
Contingencies	-	-	-	-
Economic development	448,310	-	-	448,310
Capital projects	-	-	-	-
Subsequent year's expenditures	30,826	-	-	30,826
Assigned to:				
Special services	18,360,422	-	-	18,360,422
Encumbrances	18,102	-	-	18,102
Future claims	-	-	-	-
Unassigned	-	-	-	-
<b>Total fund balances</b>	<b>51,953,385</b>	<b>21,787,215</b>	<b>2,069,109</b>	<b>75,809,709</b>
<b>Total liabilities and fund balances</b>	<b>\$ 54,023,074</b>	<b>\$ 21,787,215</b>	<b>\$ 2,477,877</b>	<b>\$ 78,288,166</b>

See accompanying independent auditor's report.

**CADDO PARISH COMMISSION**  
**Shreveport, Louisiana**

**NONMAJOR GOVERNMENTAL FUNDS**  
**Combining Statement of Revenues, Expenditures,**  
**and Changes in Fund Balances - By Fund Type**  
**for the Year Ended December 31, 2011**

	Special Revenue Funds	Capital Projects Fund	Debt Service Fund	Total Nonmajor Governmental Funds
<b>Revenues</b>				
Taxes	\$ 14,915,966	\$ -	\$ 2,641,853	\$ 17,557,819
Licenses and permits	199,608	-	-	199,608
Intergovernmental	1,836,646	-	-	1,836,646
Charges for services	166,758	-	-	166,758
Fines and forfeitures	37,172	-	-	37,172
Gaming	2,009,912	-	-	2,009,912
Use of money and property:				
Oil and gas leases	5,420,282	-	-	5,420,282
Rental, camping fees, and other	91,498	-	-	91,498
Investment earnings	451,305	290,472	250	742,027
Other revenues	483,333	-	-	483,333
<b>Total revenues</b>	<b>25,612,480</b>	<b>290,472</b>	<b>2,642,103</b>	<b>28,545,055</b>
<b>Expenditures</b>				
Current:				
General government	1,007,067	29,036	-	1,036,103
Criminal justice	5,752,249	-	-	5,752,249
Health and welfare	3,362,257	-	-	3,362,257
Highways, streets, and drainage	81,598	-	-	81,598
Building facilities	3,891,846	-	-	3,891,846
Sanitation	2,252,867	-	-	2,252,867
Culture and recreation	1,087,758	-	-	1,087,758
Economic development	609,723	-	-	609,723
Debt service:				
Principal	127,500	-	1,140,000	1,267,500
Interest	68,213	-	1,254,433	1,322,646
Fees and charges	200	-	119,937	120,137
Capital outlay	32,856	-	-	32,856
<b>Total expenditures</b>	<b>18,274,134</b>	<b>29,036</b>	<b>2,514,370</b>	<b>20,817,540</b>
Excess (deficiency) of revenues over (under) expenditures	<b>7,338,346</b>	<b>261,436</b>	<b>127,733</b>	<b>7,727,515</b>
Other financing sources (uses):				
Transfers in	2,946,536	467,920	-	3,414,456
Transfers out	(12,091,250)	(9,899,883)	-	(21,991,133)
Debt proceeds	-	-	-	-
<b>Total other financing sources (uses)</b>	<b>(9,144,714)</b>	<b>(9,431,963)</b>	<b>-</b>	<b>(18,576,677)</b>
Net change in fund balances	<b>(1,806,388)</b>	<b>(9,170,527)</b>	<b>127,733</b>	<b>(10,849,162)</b>
Fund balances - beginning	53,759,753	30,957,742	1,941,376	86,658,871
Fund balances - ending	<b>\$ 51,953,385</b>	<b>\$ 21,787,215</b>	<b>\$ 2,069,109</b>	<b>\$ 75,809,709</b>

See accompanying independent auditor's report.



**CADDO PARISH COMMISSION**  
**Shreveport, Louisiana**

**NONMAJOR SPECIAL REVENUE FUNDS**  
**Combining Balance Sheet**  
**December 31, 2011**

	Building Maintenance Fund	Parks & Recreation Fund	Solid Waste Disposal Fund	Health Tax Fund	Riverboat Fund
<b>Assets</b>					
Cash and cash equivalents	\$ 398,645	\$ 236,532	\$ 936,495	\$ 169,017	\$ 105,449
Investments	2,716,704	1,196,591	15,961,654	819,724	265,279
Receivables, net:					
Ad valorem taxes	3,681,420	1,146,904	-	2,732,845	-
Other	-	-	288,770	-	170,507
Accrued interest	11,393	5,050	66,947	3,465	1,116
Due from other funds	-	-	1,158,049	-	-
Due from other governments	82,656	24,227	-	74,630	-
Total assets	<u>\$ 6,890,818</u>	<u>\$ 2,609,304</u>	<u>\$ 18,411,915</u>	<u>\$ 3,799,681</u>	<u>\$ 542,351</u>
<b>Liabilities and Fund Balances</b>					
<b>Liabilities</b>					
Accounts payable	\$ 107,720	\$ 3,462	\$ 203,060	\$ 15,866	\$ 60,342
Accrued liabilities	51,615	23,110	45,555	50,565	-
Due to other funds	-	-	-	-	-
Deferred revenue	76,769	23,918	-	63,815	-
Due to component units	37,500	-	9,542	-	-
Total liabilities	<u>273,604</u>	<u>50,490</u>	<u>258,157</u>	<u>130,246</u>	<u>60,342</u>
<b>Fund Balances</b>					
<b>Nonspendable:</b>					
Prepaid expenses	-	-	-	-	-
<b>Restricted for:</b>					
Criminal justice	-	-	-	-	-
Health and welfare	-	-	-	3,668,524	-
Highways, streets and drainage	-	-	-	-	-
Building facilities	6,607,921	-	-	-	-
Sanitation	-	-	18,153,758	-	-
Culture and recreation	-	2,558,814	-	-	-
Economic development	-	-	-	-	-
Debt service	-	-	-	-	-
Capital projects	-	-	-	-	-
<b>Committed to:</b>					
Contingencies	-	-	-	-	-
Economic development	-	-	-	-	-
Capital projects	-	-	-	-	-
Subsequent year's expenditures	-	-	-	-	-
<b>Assigned to:</b>					
Special services	-	-	-	-	482,009
Encumbrances	9,293	-	-	911	-
Future claims	-	-	-	-	-
Unassigned	-	-	-	-	-
Total fund balances	<u>6,617,214</u>	<u>2,558,814</u>	<u>18,153,758</u>	<u>3,669,435</u>	<u>482,009</u>
Total liabilities and fund balances	<u>\$ 6,890,818</u>	<u>\$ 2,609,304</u>	<u>\$ 18,411,915</u>	<u>\$ 3,799,681</u>	<u>\$ 542,351</u>

See accompanying independent auditor's report.

Economic Development Fund	Law Officers Witness Fund	Section 8 Housing	Juvenile Justice Fund	Oil and Gas Fund	LA Community Development	Total Nonmajor Special Revenue Funds
\$ 71,855	\$ 15,735	\$ 160,149	\$ -	\$ 874,062	\$ -	\$ 2,967,939
359,569	90,444	-	-	14,892,309	-	36,302,274
-	-	-	2,676,109	-	-	10,237,278
-	2,093	-	464	936,823	-	1,398,657
1,527	352	-	-	62,483	-	152,333
-	-	-	-	1,164,756	-	2,322,805
20,359	-	-	439,916	-	-	641,788
<u>\$ 453,310</u>	<u>\$ 108,624</u>	<u>\$ 160,149</u>	<u>\$ 3,116,489</u>	<u>\$ 17,930,433</u>	<u>\$ -</u>	<u>\$ 54,023,074</u>
\$ 5,000	\$ 1,500	\$ 2	\$ 84,101	\$ -	\$ -	\$ 481,053
-	-	-	145,466	1,696	-	318,007
-	-	-	798,935	-	-	798,935
-	-	134,860	55,874	-	-	355,236
-	16,100	-	2,992	50,324	-	116,458
<u>5,000</u>	<u>17,600</u>	<u>134,862</u>	<u>1,087,368</u>	<u>52,020</u>	<u>-</u>	<u>2,069,689</u>
-	-	-	-	-	-	-
-	60,198	-	2,021,223	-	-	2,081,421
-	-	25,287	-	-	-	3,693,811
-	-	-	-	-	-	-
-	-	-	-	-	-	6,607,921
-	-	-	-	-	-	18,153,758
-	-	-	-	-	-	2,558,814
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
448,310	-	-	-	-	-	448,310
-	-	-	-	-	-	-
-	30,826	-	-	-	-	30,826
-	-	-	-	17,878,413	-	18,360,422
-	-	-	7,898	-	-	18,102
-	-	-	-	-	-	-
-	-	-	-	-	-	-
<u>448,310</u>	<u>91,024</u>	<u>25,287</u>	<u>2,029,121</u>	<u>17,878,413</u>	<u>-</u>	<u>51,953,385</u>
<u>\$ 453,310</u>	<u>\$ 108,624</u>	<u>\$ 160,149</u>	<u>\$ 3,116,489</u>	<u>\$ 17,930,433</u>	<u>\$ -</u>	<u>\$ 54,023,074</u>

**CADDO PARISH COMMISSION**  
**Shreveport, Louisiana**

**NONMAJOR SPECIAL REVENUE FUNDS**  
**Combining Statement of Revenues, Expenditures, and Changes in Fund Balance**  
**December 31, 2011**

	Building Maintenance Fund	Parks & Recreation Fund	Solid Waste Disposal Fund	Health Tax Fund	Riverboat Fund
<b>Revenues</b>					
Taxes	\$ 3,919,693	\$ 1,222,154	\$ 4,018,773	\$ 2,905,528	\$ -
Licenses and permits	-	-	-	5,764	-
Intergovernmental	115,590	36,011	-	85,587	-
Charges for services	-	-	-	92,755	-
Fines and forfeitures	-	-	-	-	-
Gaming	-	-	-	-	1,782,188
Use of money and property:					
Oil and gas leases	-	-	-	-	-
Rental, camping fees, and other	-	17,706	-	71,992	-
Investment earnings	42,360	18,135	171,108	20,246	1,657
Other revenues	3,271	10,349	142,844	7,967	-
<b>Total revenues</b>	<b>4,080,914</b>	<b>1,304,355</b>	<b>4,332,725</b>	<b>3,189,839</b>	<b>1,783,845</b>
<b>Expenditures</b>					
Current:					
General government	-	-	-	-	991,283
Criminal justice	-	-	-	-	-
Health and welfare	-	-	-	2,976,916	-
Highways, streets, and drainage	-	-	-	-	-
Building facilities	3,461,207	-	-	-	-
Sanitation	-	-	2,252,867	-	-
Culture and recreation	-	1,087,758	-	-	-
Economic development	-	-	-	-	-
Debt service:					
Principal	-	-	-	-	127,500
Interest	-	-	-	-	68,213
Fees and charges	-	-	-	-	200
Capital outlay	6,878	1,343	289	19,512	-
<b>Total expenditures</b>	<b>3,468,085</b>	<b>1,089,101</b>	<b>2,253,156</b>	<b>2,996,428</b>	<b>1,187,196</b>
Excess (deficiency) of revenues over (under) expenditures	612,829	215,254	2,079,569	193,411	596,649
<b>Other financing sources (uses):</b>					
Transfers in	3,483	-	-	-	127,053
Transfers out	-	-	(225,000)	-	(814,750)
<b>Total other financing sources (uses)</b>	<b>3,483</b>	<b>-</b>	<b>(225,000)</b>	<b>-</b>	<b>(687,697)</b>
<b>Net change in fund balances</b>	<b>616,312</b>	<b>215,254</b>	<b>1,854,569</b>	<b>193,411</b>	<b>(91,048)</b>
Fund balances - beginning	6,000,902	2,343,560	16,299,189	3,476,024	573,057
<b>Fund balances - ending</b>	<b>\$ 6,617,214</b>	<b>\$ 2,558,814</b>	<b>\$ 18,153,758</b>	<b>\$ 3,669,435</b>	<b>\$ 482,009</b>

See accompanying independent auditor's report.

Economic Development Fund	Law Officers Witness Fund	Section 8 Housing	Juvenile Justice Fund	Oil and Gas Fund	LA Community Development	Total Nonmajor Special Revenue Funds
\$ -	\$ -	\$ -	\$ 2,849,818	\$ -	\$ -	\$ 14,915,966
-	-	-	-	193,844	-	199,608
-	-	369,132	1,214,116	-	16,210	1,836,646
-	34,887	-	3,006	36,110	-	166,758
-	172	-	37,000	-	-	37,172
227,724	-	-	-	-	-	2,009,912
-	-	-	-	5,420,282	-	5,420,282
1,800	-	-	-	-	-	91,498
1,745	1,142	-	3,091	191,821	-	451,305
177,343	-	-	14,237	127,322	-	483,333
408,612	36,201	369,132	4,121,268	5,969,379	16,210	25,612,480
-	-	-	-	15,784	-	1,007,067
-	75,322	-	5,676,927	-	-	5,752,249
-	-	369,131	-	-	16,210	3,362,257
-	-	-	-	81,598	-	81,598
-	-	-	430,639	-	-	3,891,846
-	-	-	-	-	-	2,252,867
-	-	-	-	-	-	1,087,758
609,723	-	-	-	-	-	609,723
-	-	-	-	-	-	127,500
-	-	-	-	-	-	68,213
-	-	-	-	-	-	200
-	-	-	4,834	-	-	32,856
609,723	75,322	369,131	6,112,400	97,382	16,210	18,274,134
(201,111)	(39,121)	1	(1,991,132)	5,871,997	-	7,338,346
441,000	-	-	2,375,000	-	-	2,946,536
-	-	-	-	(11,051,500)	-	(12,091,250)
441,000	-	-	2,375,000	(11,051,500)	-	(9,144,714)
239,889	(39,121)	1	383,868	(5,179,503)	-	(1,806,368)
208,421	130,145	25,286	1,645,253	23,057,916	-	53,759,753
\$ 448,310	\$ 91,024	\$ 25,287	\$ 2,029,121	\$ 17,878,413	\$ -	\$ 51,953,385

**CADDO PARISH COMMISSION**  
**Shreveport, Louisiana**

**NONMAJOR CAPITAL PROJECTS FUNDS**  
**Combining Balance Sheet**  
**December 31, 2011**

	Criminal Justice Facilities Fund	Capital Improvement Fund	Capital Improvement II Fund	Total Nonmajor Capital Projects Funds
<b>Assets</b>				
Cash and cash equivalents	\$ 52,888	\$ 928,280	\$ 490,178	\$ 1,471,346
Investments	8,043	15,823,232	3,227,984	19,059,259
Receivables, net:				
Ad valorem taxes	-	-	-	-
Other	-	-	-	-
Accrued interest	59	66,360	13,565	79,984
Due from other funds	-	1,176,626	-	1,176,626
<b>Total assets</b>	<b>\$ 60,990</b>	<b>\$ 17,994,498</b>	<b>\$ 3,731,727</b>	<b>\$ 21,787,215</b>
<b>Liabilities and Fund Balances</b>				
<b>Liabilities</b>				
Accounts payable	\$ -	\$ -	\$ -	\$ -
<b>Total liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund balances</b>				
<b>Restricted for:</b>				
Capital projects	60,990	17,994,498	3,731,727	21,787,215
<b>Total fund balances</b>	<b>60,990</b>	<b>17,994,498</b>	<b>3,731,727</b>	<b>21,787,215</b>
<b>Total liabilities and fund balances</b>	<b>\$ 60,990</b>	<b>\$ 17,994,498</b>	<b>\$ 3,731,727</b>	<b>\$ 21,787,215</b>

See accompanying independent auditor's report.

**CADDO PARISH COMMISSION**  
**Shreveport, Louisiana**

**NONMAJOR CAPITAL PROJECTS FUNDS**  
**Combining Statement of Revenues, Expenditures, and Changes in Fund Balance**  
**December 31, 2011**

	<u>Criminal Justice Facilities Fund</u>	<u>Capital Improvement Fund</u>	<u>Capital Improvement II Fund</u>	<u>Total Nonmajor Capital Projects Funds</u>
<b>Revenues</b>				
Use of money and property:				
Investment earnings	\$ 9,254	\$ 224,037	\$ 57,181	\$ 290,472
<b>Total revenues</b>	<u>9,254</u>	<u>224,037</u>	<u>57,181</u>	<u>290,472</u>
<b>Expenditures</b>				
Current:				
General government	-	29,036	-	29,036
<b>Total expenditures</b>	<u>-</u>	<u>29,036</u>	<u>-</u>	<u>29,036</u>
Excess (deficiency) of revenues over (under) expenditures	<u>9,254</u>	<u>195,001</u>	<u>57,181</u>	<u>261,436</u>
<b>Other financing sources (uses):</b>				
Transfers in	-	467,920	-	467,920
Transfers out	(2,000,000)	(5,622,237)	(2,277,646)	(9,899,883)
Debt proceeds	-	-	-	-
<b>Total other financing sources (uses)</b>	<u>(2,000,000)</u>	<u>(5,154,317)</u>	<u>(2,277,646)</u>	<u>(9,431,963)</u>
<b>Net change in fund balances</b>	<u>(1,990,746)</u>	<u>(4,959,316)</u>	<u>(2,220,465)</u>	<u>(9,170,527)</u>
<b>Fund balances - beginning</b>	<u>2,051,736</u>	<u>22,953,814</u>	<u>5,952,192</u>	<u>30,957,742</u>
<b>Fund balances - ending</b>	<u>\$ 60,990</u>	<u>\$ 17,994,498</u>	<u>\$ 3,731,727</u>	<u>\$ 21,787,215</u>

See accompanying independent auditor's report.

**CADDO PARISH COMMISSION**  
**Shreveport, Louisiana**

**SPECIAL REVENUE FUND - BUILDING MAINTENANCE FUND**  
**Schedule of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual**  
**for the Year Ended December 31, 2011**  
**(Unaudited)**

	Budgeted Amounts		Actual Amounts	Variance with
	Original	Final	(Budgetary Basis)	Final Budget
				Positive
				(Negative)
<b>Revenues</b>				
Ad valorem taxes	\$ 3,670,790	\$ 3,670,790	\$ 3,919,693	\$ 248,903
Intergovernmental revenues:				
State revenue sharing	117,000	117,000	115,590	(1,410)
Use of money and property:				
Investment earnings:				
Interest earned	50,000	50,000	43,436	(6,564)
Net decrease in the fair value of investments	-	-	(1,076)	(1,076)
Total investment earnings	50,000	50,000	42,360	(7,640)
Other revenues	5,000	5,000	3,271	(1,729)
<b>Total revenues</b>	<b>3,842,790</b>	<b>3,842,790</b>	<b>4,080,914</b>	<b>238,124</b>
<b>Expenditures</b>				
Building facilities:				
Courthouse:				
Salaries, fringe benefits, and payroll taxes	1,928,207	1,928,207	1,850,437	77,770
Supplies	117,700	117,700	107,938	9,762
Education, training and travel	15,000	15,000	6,843	8,157
Utilities	577,000	577,000	560,383	16,617
Repairs and maintenance	239,000	239,000	249,265	(10,265)
Maintenance contract	62,000	62,000	69,161	(7,161)
Security	225,000	225,000	225,000	-
Insurance	210,248	210,248	210,248	-
Reimbursements	(372,276)	(372,276)	(372,276)	-
Miscellaneous	277,547	277,547	271,494	6,053
Capital outlay	8,000	8,000	6,878	1,122
<b>Total courthouse</b>	<b>3,287,426</b>	<b>3,287,426</b>	<b>3,185,371</b>	<b>102,054</b>
Francis Bickham Building and Government Plaza:				
Utilities	167,400	167,400	156,632	10,768
Repairs and maintenance	58,000	58,000	57,327	673
Maintenance contract	3,500	3,500	2,986	514
Security	60,000	60,000	28,182	31,818
Miscellaneous	37,867	37,867	37,587	280
<b>Total Francis Bickham Building and Government Plaza</b>	<b>326,767</b>	<b>326,767</b>	<b>282,714</b>	<b>44,052</b>
<b>Total expenditures</b>	<b>3,614,193</b>	<b>3,614,193</b>	<b>3,468,085</b>	<b>146,107</b>
Excess (deficiency) of revenues over (under) expenditures	228,597	228,597	612,829	384,231
Other financing sources (uses):				
Transfers in	-	3,483	3,483	-
<b>Net change in fund balance</b>	<b>228,597</b>	<b>232,080</b>	<b>616,312</b>	<b>384,231</b>
Fund balance - beginning	6,000,902	6,000,902	6,000,902	-
Fund balance - ending	\$ 6,229,499	\$ 6,232,982	\$ 6,617,214	\$ 384,231

See accompanying independent auditor's report.

**CADDO PARISH COMMISSION**  
**Shreveport, Louisiana**

**SPECIAL REVENUE FUND - PARKS AND RECREATION FUND**  
**Schedule of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual**  
**for the Year Ended December 31, 2011**  
**(Unaudited)**

	Original and Final Budgeted Amounts	Actual Amounts (Budgetary Basis)	Variance with Final Budget Positive (Negative)
<b>Revenues</b>			
Ad valorem taxes	\$ 1,143,550	\$ 1,222,154	\$ 78,604
Intergovernmental revenues:			
State revenue sharing	36,000	36,011	11
State grant	73,419	-	(73,419)
Use of money and property:			
Rental, camping fees, and other	19,250	17,706	(1,544)
Investment earnings:			
Interest earned	25,000	18,609	(6,391)
Net decrease in the fair value of investments	-	(474)	(474)
Total investment earnings	25,000	18,135	(6,865)
Other revenues	8,500	10,349	1,849
<b>Total revenues</b>	<b>1,305,719</b>	<b>1,304,355</b>	<b>(1,363)</b>
<b>Expenditures</b>			
Culture and recreation:			
Salaries, fringe benefits, and payroll taxes	882,119	814,152	67,967
Supplies	7,500	5,429	2,071
Education, training and travel	15,000	12,531	2,469
Utilities	42,750	36,412	6,338
Repairs and maintenance	73,000	69,765	3,235
Insurance	49,553	49,553	-
Miscellaneous	202,734	99,916	102,818
<b>Total culture and recreation</b>	<b>1,272,656</b>	<b>1,087,758</b>	<b>184,899</b>
Capital outlay	2,500	1,343	1,157
<b>Total expenditures</b>	<b>1,275,156</b>	<b>1,089,101</b>	<b>186,055</b>
Excess (deficiency) of revenues over (under) expenditures	30,563	215,254	184,692
<b>Fund balance - beginning</b>	<b>2,343,560</b>	<b>2,343,560</b>	<b>-</b>
<b>Fund balance - ending</b>	<b>\$ 2,374,123</b>	<b>\$ 2,558,814</b>	<b>\$ 184,692</b>

See accompanying independent auditor's report.



**CADDO PARISH COMMISSION**  
**Shreveport, Louisiana**

**SPECIAL REVENUE FUND - SOLID WASTE DISPOSAL FUND**  
**Schedule of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual**  
**for the Year Ended December 31, 2011**  
**(Unaudited)**

	Original and Final Budgeted Amounts	Actual Amounts (Budgetary Basis)	Variance with Final Budget Positive (Negative)
<b>Revenues</b>			
<b>Taxes:</b>			
Ad valorem taxes	\$ 2,000	\$ 6,361	\$ 4,361
Sales taxes	3,000,000	4,012,412	1,012,412
Total taxes	3,002,000	4,018,773	1,016,773
<b>Use of money and property:</b>			
Investment earnings:			
Interest earned	190,000	177,432	(12,568)
Net decrease in the fair value of investments	-	(6,324)	(6,324)
Total investment earnings	190,000	171,108	(18,892)
Other revenues	73,000	142,844	69,844
Total revenues	3,265,000	4,332,725	1,067,724
<b>Expenditures</b>			
<b>Sanitation:</b>			
Salaries, fringe benefits, and payroll taxes	1,049,096	1,039,360	9,736
Supplies	14,400	13,817	583
Utilities	41,000	36,353	4,647
Repairs and maintenance	151,000	162,219	(11,219)
Insurance	62,266	62,266	-
Contracted services:			
Waste hauling	250,000	200,113	49,887
Waste disposal fees	425,000	440,948	(15,948)
Miscellaneous	282,285	297,791	(15,506)
Capital outlay	2,500	289	2,211
Total expenditures	2,277,547	2,253,156	24,391
Excess (deficiency) of revenues over (under) expenditures	987,453	2,079,569	1,092,115
<b>Other financing sources (uses):</b>			
Transfers out	(225,000)	(225,000)	-
Net change in fund balance	762,453	1,854,569	1,092,115
Fund balance - beginning	16,299,189	16,299,189	-
Fund balance - ending	\$ 17,061,642	\$ 18,153,758	\$ 1,092,115

See accompanying independent auditor's report.

**CADDO PARISH COMMISSION**  
**Shreveport, Louisiana**

**SPECIAL REVENUE FUND - HEALTH TAX FUND**  
**Schedule of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual**  
**for the Year Ended December 31, 2011**  
**(Unaudited)**

	Budgeted Amounts		Actual Amounts	Variance with
	Original	Final	(Budgetary Basis)	Final Budget
				Positive
				(Negative)
<b>Revenues</b>				
Ad valorem taxes	\$ 2,726,260	\$ 2,726,260	\$ 2,905,528	\$ 179,268
Animal license and permit fees	7,500	7,500	5,764	(1,736)
Intergovernmental revenues:				
State revenue sharing	86,000	86,000	85,587	(413)
Vaccination, impounding, boarding, and adoption fees	92,000	92,000	92,755	755
Use of money and property:				
Regional lab rental	72,000	72,000	71,992	(8)
Investment earnings:				
Interest earned	35,000	35,000	20,571	(14,429)
Net decrease in the fair value of investments	-	-	(325)	(325)
Total investment earnings	35,000	35,000	20,246	(14,754)
Other revenues	22,000	22,000	7,967	(14,033)
Total revenues	3,040,760	3,040,760	3,189,839	149,079
<b>Expenditures</b>				
Health and welfare:				
Shreveport Regional Lab:				
Salaries, fringe benefits, and payroll taxes	48,059	48,059	49,768	(1,709)
Supplies	750	750	240	510
Repairs and maintenance	23,300	23,300	18,829	4,471
Insurance	891	891	891	-
Miscellaneous	9,907	9,907	9,727	180
Capital outlay	800	800	-	800
Total Shreveport Regional Lab:	83,707	83,707	79,455	4,252
Animal services and mosquito control:				
Salaries, fringe benefits, and payroll taxes	1,535,221	1,535,221	1,510,822	24,399
Supplies	234,100	250,100	229,184	20,916
Utilities	62,000	62,000	59,090	2,910
Repairs and maintenance	155,000	149,000	162,455	(13,455)
Insurance	62,385	62,385	62,385	-
Miscellaneous	251,446	241,446	218,411	23,035
Capital outlay	18,250	18,250	19,512	(1,262)
Total animal services and mosquito control	2,318,402	2,318,402	2,261,859	56,543

(continued)

See accompanying independent auditor's report.

**CADDO PARISH COMMISSION**  
**Shreveport, Louisiana**

(continued)

**SPECIAL REVENUE FUND - HEALTH TAX FUND**  
**Schedule of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual**  
**for the Year Ended December 31, 2011**  
**(Unaudited)**

	Budgeted Amounts		Actual Amounts	Variance with
	Original	Final	(Budgetary Basis)	Final Budget
				Positive
				(Negative)
Highland Health Unit:				
Salaries, fringe benefits, and payroll taxes	301,470	301,470	308,431	(6,961)
Supplies	2,000	2,000	731	1,269
Utilities	127,500	127,500	101,281	26,219
Repairs and maintenance	76,200	76,200	74,934	1,266
Insurance	44,227	44,227	44,227	-
Miscellaneous	55,195	55,195	54,134	1,061
Capital outlay	500	500	-	500
Total Highland Health Unit	607,092	607,092	583,738	23,354
Vivian Health Unit:				
Salaries, fringe benefits, and payroll taxes	25,564	25,564	20,638	4,926
Supplies	350	350	229	121
Utilities	14,700	14,700	12,531	2,169
Repairs and maintenance	8,200	8,200	3,589	4,611
Insurance	308	308	308	-
Miscellaneous	2,311	2,311	2,281	30
Capital outlay	200	200	-	200
Total Vivian Health Unit	51,633	51,633	39,576	12,057
David Raines Health Center:				
Repairs and maintenance	31,800	31,800	31,800	-
Total expenditures	3,092,634	3,092,634	2,998,428	96,206
Excess (deficiency) of revenues				
over (under) expenditures	(51,874)	(51,874)	193,411	245,285
Fund balance - beginning	3,476,024	3,476,024	3,476,024	-
Fund balance - ending	\$ 3,424,150	\$ 3,424,150	\$ 3,669,435	\$ 245,285

See accompanying independent auditor's report.

**CADDO PARISH COMMISSION**  
Shreveport, Louisiana

**SPECIAL REVENUE FUND - RIVERBOAT FUND**  
**Schedule of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual**  
**for the Year Ended December 31, 2011**  
**(Unaudited)**

	Budgeted Amounts		Actual Amounts	Variance with
	Original	Final	(Budgetary Basis)	Final Budget
				Positive
				(Negative)
<b>Revenues</b>				
Gaming	\$ 1,925,000	\$ 1,775,000	\$ 1,782,188	\$ 7,188
<b>Use of money and property:</b>				
Investment earnings:				
Interest earned	6,000	6,000	1,762	(4,238)
Net decrease in the fair value of investments	-	-	(105)	(105)
Total investment earnings	6,000	6,000	1,657	(4,343)
Total revenues	1,931,000	1,781,000	1,783,845	2,845
<b>Expenditures</b>				
<b>General government:</b>				
Administration	32,698	32,698	26,046	6,652
Other	945,000	1,015,000	965,237	49,763
Total general government	977,698	1,047,698	991,283	56,415
<b>Debt service:</b>				
Principal	127,500	127,500	127,500	-
Interest	90,183	90,183	68,213	21,970
Fees and charges	200	200	200	-
Total debt service	217,883	217,883	195,913	21,970
Total expenditures	1,195,581	1,265,581	1,187,196	78,385
Excess (deficiency) of revenues over (under) expenditures	735,419	515,419	596,649	81,230
<b>Other financing sources (uses):</b>				
Transfers in	45,000	127,053	127,053	-
Transfers out	(814,750)	(814,750)	(814,750)	-
Total other financing sources (uses)	(769,750)	(687,697)	(687,697)	-
Net change in fund balance	(34,331)	(172,278)	(91,048)	81,230
Fund balance - beginning	573,057	573,057	573,057	-
Fund balance - ending	\$ 538,726	\$ 400,779	\$ 482,009	\$ 81,230

See accompanying independent auditor's report.

**CADDO PARISH COMMISSION**  
**Shreveport, Louisiana**

**SPECIAL REVENUE FUND - ECONOMIC DEVELOPMENT FUND**  
**Schedule of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual**  
**for the Year Ended December 31, 2011**  
**(Unaudited)**

	Budgeted Amounts		Actual Amounts	Variance with
	Original	Final	(Budgetary Basis)	Final Budget
				Positive
				(Negative)
<b>Revenues</b>				
Gaming	\$ 185,000	\$ 185,000	\$ 227,724	\$ 42,724
Use of money and property:				
Parking rental	1,800	1,800	1,800	-
Investment earnings:				
Interest earned	2,000	2,000	1,888	(112)
Net decrease in the fair value of investments	-	-	(143)	(143)
Total investment earnings	2,000	2,000	1,745	(255)
Other revenues	-	-	177,343	177,343
Total revenues	188,800	188,800	408,612	219,812
<b>Expenditures</b>				
Economic development	631,526	701,526	609,723	91,803
Total expenditures	631,526	701,526	609,723	91,803
Excess (deficiency) of revenues				
over (under) expenditures	(442,726)	(512,726)	(201,111)	311,615
Other financing sources (uses):				
Transfers in	371,000	441,000	441,000	-
Net change in fund balance	(71,726)	(71,726)	239,889	311,615
Fund balance - beginning	208,421	208,421	208,421	-
Fund balance - ending	\$ 136,695	\$ 136,695	\$ 448,310	\$ 311,615

See accompanying independent auditor's report.

**CADDO PARISH COMMISSION**  
**Shreveport, Louisiana**

**SPECIAL REVENUE FUND - LAW OFFICERS WITNESS FUND**  
**Schedule of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual**  
**for the Year Ended December 31, 2011**  
**(Unaudited)**

	Original and Final Budgeted Amounts	Actual Amounts (Budgetary Basis)	Variance with Final Budget Positive (Negative)
<b>Revenues</b>			
Criminal case charges	\$ 35,000	\$ 34,887	\$ (113)
Fines and forfeitures	200	172	(28)
Use of money and property:			
Investment earnings:			
Interest earned	2,700	1,178	(1,522)
Net decrease in the fair value of investments	-	(36)	(36)
Total investment earnings	2,700	1,142	(1,558)
Total revenues	37,900	36,201	(1,699)
<b>Expenditures</b>			
Criminal justice:			
Payments to law officers	50,000	60,100	(10,100)
Miscellaneous	15,223	15,222	1
Total expenditures	65,223	75,322	(10,099)
Excess (deficiency) of revenues over (under) expenditures	(27,323)	(39,121)	(11,798)
Fund balance - beginning	130,145	130,145	-
Fund balance - ending	\$ 102,822	\$ 91,024	\$ (11,798)

See accompanying independent auditor's report.

**CADDO PARISH COMMISSION**  
**Shreveport, Louisiana**

**SPECIAL REVENUE FUND - JUVENILE JUSTICE FUND**  
**Schedule of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual**  
**for the Year Ended December 31, 2011**  
**(Unaudited)**

	Budgeted Amounts		Actual Amounts	Variance with Final Budget Positive (Negative)
	Original	Final		
<b>Revenues</b>				
Ad valorem taxes	\$ 2,629,450	\$ 2,629,450	\$ 2,849,818	\$ 220,368
Intergovernmental revenues:				
State grant	538,422	538,422	524,419	(14,003)
State revenue sharing	84,800	84,800	84,025	(775)
Federal grant	381,865	456,885	605,672	148,807
Total intergovernmental revenues	1,005,087	1,080,087	1,214,116	134,029
Charges for services	9,000	9,000	3,006	(5,994)
Fines and forfeitures	37,000	37,000	37,000	-
Use of money and property:				
Interest earned	1,500	1,500	3,091	1,591
Other revenues	16,000	16,000	14,237	(1,763)
Total revenues	3,698,037	3,773,037	4,121,268	348,231
<b>Expenditures</b>				
Criminal justice:				
Court operations:				
Salaries, fringe benefits, and payroll taxes	590,374	590,374	614,617	(24,243)
Supplies	21,000	21,000	24,477	(3,477)
Insurance	12,712	12,712	12,712	-
Contracted services	55,800	55,800	39,730	16,070
Reimbursements	(200,000)	(200,000)	(215,000)	15,000
Miscellaneous	10,500	73,900	71,940	1,960
Total court operations	490,386	553,786	548,476	5,310
Juvenile probation:				
Salaries, fringe benefits, and payroll taxes	1,638,171	1,638,171	1,348,514	289,657
Supplies	56,000	56,000	37,271	18,729
Utilities	37,000	37,000	50,839	(13,839)
Repairs and maintenance	60,000	60,000	46,738	13,262
Grant programs	749,562	789,562	1,039,516	(249,954)
Contracted services	39,171	81,171	75,812	5,359
Insurance	86,007	86,007	86,007	-
Interest	7,000	7,000	1,762	5,238
Reimbursements	(75,000)	-	14,801	(14,801)
Miscellaneous	150,438	108,438	115,111	(6,673)
Capital outlay	5,000	5,000	719	4,281
Total juvenile probation	2,753,349	2,868,349	2,817,090	51,259

(continued)

See accompanying independent auditor's report.

**CADDO PARISH COMMISSION**  
**Shreveport, Louisiana**

(continued)

**SPECIAL REVENUE FUND - JUVENILE JUSTICE FUND**  
**Schedule of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual**  
**for the Year Ended December 31, 2011**  
**(Unaudited)**

	Budgeted Amounts		Actual Amounts	Variance with Final Budget Positive (Negative)
	Original	Final		
Juvenile detention center:				
Salaries, fringe benefits, and payroll taxes	1,827,254	1,827,254	1,766,361	60,893
Supplies	18,000	18,000	11,889	6,111
Repairs and maintenance	10,000	10,000	5,787	4,213
Grant programs	45,725	45,725	57,028	(11,303)
Insurance	35,194	35,194	35,194	-
Contracted services:				
Prison operations	249,000	249,000	231,878	17,122
Other services	10,862	10,862	6,757	4,105
Miscellaneous	201,696	201,696	197,186	4,510
Capital outlay	5,500	5,500	4,115	1,385
Total juvenile detention center	2,403,231	2,403,231	2,316,195	87,036
Total criminal justice	5,846,966	5,825,366	5,681,761	143,605
Building maintenance:				
Salaries, fringe benefits, and payroll taxes	88,058	88,058	87,627	431
Supplies	1,500	1,500	176	1,324
Utilities	242,000	242,000	186,152	55,848
Repairs and maintenance	90,000	90,000	94,632	(4,632)
Insurance	3,413	3,413	3,413	-
Contracted services	58,350	58,350	44,679	13,671
Miscellaneous	13,960	13,960	13,960	-
Capital outlay	400	400	-	400
Total building maintenance	497,681	497,681	430,639	87,042
Total expenditures	6,144,647	6,323,047	6,112,400	210,647
Excess (deficiency) of revenues over (under) expenditures	(2,446,610)	(2,550,010)	(1,991,132)	558,878
Other financing sources:				
Transfers in	2,375,000	2,375,000	2,375,000	-
Net change in fund balance	(71,610)	(175,010)	383,868	558,878
Fund balance - beginning	1,645,253	1,645,253	1,645,253	-
Fund balance - ending	\$ 1,573,643	\$ 1,470,243	\$ 2,029,121	\$ 558,878

See accompanying independent auditor's report.



**CADDO PARISH COMMISSION**  
**Shreveport, Louisiana**

**SPECIAL REVENUE FUND - OIL AND GAS FUND**  
**Schedule of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual**  
**for the Year Ended December 31, 2011**  
**(Unaudited)**

	Budgeted Amounts		Actual Amounts	Variance with Final Budget Positive (Negative)
	Original	Final		
<b>Revenues</b>				
Licenses and permits	\$ -	\$ -	\$ 193,844	\$ 193,844
Fines and forfeitures	-	-	36,110	36,110
Use of money and property:				
Oil and gas leases	2,000,000	2,000,000	5,420,282	3,420,282
Investment earnings:				
Interest earned	500,000	500,000	197,721	(302,279)
Net decrease in fair value of investments	-	-	(5,900)	(5,900)
Total investment earnings	500,000	500,000	191,821	(308,179)
Other revenues	-	-	127,322	127,322
<b>Total revenues</b>	<b>2,500,000</b>	<b>2,500,000</b>	<b>5,969,379</b>	<b>3,469,379</b>
<b>Expenditures</b>				
General government:				
Administrative cost	37,348	37,348	15,784	21,564
Allocations to other entities	-	-	-	-
<b>Total general government</b>	<b>37,348</b>	<b>37,348</b>	<b>15,784</b>	<b>21,564</b>
Highways, streets and drainage:				
Road maintenance:				
Salaries, fringe benefits, and payroll taxes	163,715	163,715	50,198	113,517
Supplies	7,500	7,500	2,852	4,648
Utilities	3,000	3,000	1,838	1,162
Repairs and maintenance	28,000	28,000	12,950	15,050
Miscellaneous	6,250	6,250	13,760	(7,510)
<b>Total road maintenance</b>	<b>208,465</b>	<b>208,465</b>	<b>81,598</b>	<b>126,867</b>
<b>Total expenditures</b>	<b>245,813</b>	<b>245,813</b>	<b>97,382</b>	<b>148,431</b>
Excess (deficiency) of revenues over (under) expenditures	2,254,187	2,254,187	5,871,997	3,617,810
Other financing sources (uses):				
Transfers out	(10,338,000)	(11,051,500)	(11,051,500)	-
<b>Net change in fund balance</b>	<b>(8,081,813)</b>	<b>(8,797,313)</b>	<b>(5,179,503)</b>	<b>3,617,810</b>
Fund balance - beginning	23,057,916	23,057,916	23,057,916	-
Fund balance - ending	<u>\$ 14,976,103</u>	<u>\$ 14,260,603</u>	<u>\$ 17,878,413</u>	<u>\$ 3,617,810</u>

See accompanying independent auditor's report and notes to budgetary comparison schedules.

**CADDO PARISH COMMISSION**  
**Shreveport, Louisiana**

**DEBT SERVICE FUND**

**Schedule of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual**  
**for the Year Ended December 31, 2011**  
**(Unaudited)**

	Original and Final Budgeted Amounts	Actual Amounts (Budgetary Basis)	Variance with Final Budget Positive (Negative)
<b>Revenues</b>			
Ad valorem taxes	\$ 2,730,450	\$ 2,641,853	\$ (88,597)
Use of money and property:			
Investment earnings:			
Interest earned	1,000	250	(750)
Total revenues	<u>2,731,450</u>	<u>2,642,103</u>	<u>(89,347)</u>
<b>Expenditures</b>			
Debt service:			
Principal	1,140,000	1,140,000	-
Interest	1,252,440	1,254,433	(1,993)
Fees and charges	125,480	119,937	5,543
Total expenditures	<u>2,517,920</u>	<u>2,514,370</u>	<u>3,550</u>
Excess (deficiency) of revenues over (under) expenditures	213,530	127,733	(85,797)
 Fund balance - beginning	 1,941,376	 1,941,376	 -
Fund balance - ending	<u>\$ 2,154,906</u>	<u>\$ 2,069,109</u>	<u>\$ 85,797</u>

See accompanying independent auditor's report.

## **INTERNAL SERVICE FUNDS**

Internal Service Funds are used to account for the financing of services provided by one fund of the Commission to other funds on a cost-reimbursement basis. The Commission has three internal service funds.

**Group Insurance Fund** – The Group Insurance Fund accounts for the cost of providing group medical and life insurance coverage for Commission employees. The Fund is used to account for contributions from Commission funds and withholdings from employees' payroll used to pay the costs of providing group coverage for Commission employees.

**General Insurance Fund** – The General Insurance Fund accounts for the costs of maintaining casualty and workers' compensation insurance coverage.

**Fleet Services Fund** – The Fleet Services Fund accounts for the repairs and maintenance activities provided by the Commission's central garage location for the various departments of the Commission.

**CADDO PARISH COMMISSION**  
**Shreveport, Louisiana**

**INTERNAL SERVICE FUNDS**  
**Combining Statement of Net Assets**  
**December 31, 2011**

	Group Insurance Fund	General Insurance Fund	Fleet Services Fund	Total Internal Service Funds
<b>Assets</b>				
Current assets:				
Cash and cash equivalents	\$ 639,675	\$ 321,257	\$ -	\$ 960,932
Investments	2,927,039	2,099,669	-	5,026,708
Receivables, net	381,549	10,657	60,359	452,565
Accrued interest receivable	12,274	8,809	-	21,083
Due from other funds	58,283	30,024	-	88,307
Inventories	-	-	86,801	86,801
Total current assets	<u>4,018,820</u>	<u>2,470,416</u>	<u>147,160</u>	<u>6,636,396</u>
Noncurrent assets:				
Capital assets:				
Land	-	-	163,475	163,475
Sewer line	-	-	107,541	107,541
Buildings	-	-	134,428	134,428
Vehicles	-	-	28,938	28,938
Equipment	-	-	80,424	80,424
Less accumulated depreciation	-	-	(219,555)	(219,555)
Total noncurrent assets	<u>-</u>	<u>-</u>	<u>295,251</u>	<u>295,251</u>
Total assets	<u>\$ 4,018,820</u>	<u>\$ 2,470,416</u>	<u>\$ 442,411</u>	<u>\$ 6,931,647</u>
<b>Liabilities</b>				
Current liabilities:				
Accounts payable	\$ 10,566	\$ 18,334	\$ 47,166	\$ 76,066
Accrued liabilities	9,761	-	11,687	21,448
Accrued insurance claims payable	862,669	-	-	862,669
Due to other funds	-	-	88,307	88,307
Total current liabilities	<u>882,996</u>	<u>18,334</u>	<u>147,160</u>	<u>1,048,490</u>
Total liabilities	<u>882,996</u>	<u>18,334</u>	<u>147,160</u>	<u>1,048,490</u>
<b>Net Assets</b>				
Invested in capital assets	-	-	295,251	295,251
Unrestricted	3,135,824	2,452,082	-	5,587,906
Total net assets	<u>3,135,824</u>	<u>2,452,082</u>	<u>295,251</u>	<u>5,883,157</u>
<b>Total liabilities and net assets</b>	<u>\$ 4,018,820</u>	<u>\$ 2,470,416</u>	<u>\$ 442,411</u>	<u>\$ 6,931,647</u>

See accompanying independent auditor's report.

**CADDO PARISH COMMISSION**  
**Shreveport, Louisiana**

**INTERNAL SERVICE FUNDS**  
**Combining Statement of Revenues, Expenses, and Changes in Net Assets**  
**December 31, 2011**

	Group Insurance Fund	General Insurance Fund	Fleet Services Fund	Total Internal Service Funds
<b>Operating revenues</b>				
Employer's contributions	\$ 3,293,538	\$ -	\$ -	\$ 3,293,538
Employees' contributions	1,098,725	-	-	1,098,725
Charges for sales and services	-	1,132,788	1,800,157	2,932,945
Intergovernmental revenue	-	-	20,000	20,000
Miscellaneous	-	-	19,510	19,510
<b>Total operating revenues</b>	<b>4,392,263</b>	<b>1,132,788</b>	<b>1,839,667</b>	<b>7,364,718</b>
<b>Operating expenses</b>				
Claims	3,448,792	358,389	-	3,807,181
Cost of sales and services	34,243	21,838	1,773,778	1,829,859
Insurance premiums	622,815	596,966	-	1,219,781
General and administrative	57,430	110,698	47,182	215,310
Depreciation	-	-	13,471	13,471
Other	-	-	17,837	17,837
<b>Total operating expenses</b>	<b>4,163,280</b>	<b>1,087,891</b>	<b>1,852,268</b>	<b>7,103,439</b>
<b>Operating income (loss)</b>	<b>228,983</b>	<b>44,897</b>	<b>(12,601)</b>	<b>261,279</b>
<b>Nonoperating revenues (expenses)</b>				
Investment earnings	34,218	23,097	-	57,315
Interest expense	-	-	(869)	(869)
<b>Total nonoperating revenues (expenses)</b>	<b>34,218</b>	<b>23,097</b>	<b>(869)</b>	<b>56,446</b>
<b>Change in net assets</b>	<b>263,201</b>	<b>67,994</b>	<b>(13,470)</b>	<b>317,725</b>
<b>Total net assets - beginning</b>	<b>2,872,623</b>	<b>2,384,088</b>	<b>308,721</b>	<b>5,565,432</b>
<b>Total net assets - ending</b>	<b>\$ 3,135,824</b>	<b>\$ 2,452,082</b>	<b>\$ 295,251</b>	<b>\$ 5,883,157</b>

See accompanying independent auditor's report.

**CADDO PARISH COMMISSION**  
**Shreveport, Louisiana**

**INTERNAL SERVICE FUNDS**  
**Combining Statement of Cash Flows**  
**for the Year Ended December 31, 2011**

	Group Insurance	General Insurance Fund	Fleet Service Fund	Total Internal Service Funds
<b>Cash flows from operating activities:</b>				
Contributions	\$ 4,354,844	\$ 1,133,249	\$ -	\$ 5,488,093
Receipts from operations	-	-	1,834,667	1,834,667
Payments to suppliers	(704,791)	(719,796)	(1,833,798)	(3,258,385)
Claims paid	(2,914,546)	(358,389)	-	(3,272,935)
Net cash provided by operating activities	<u>735,507</u>	<u>55,064</u>	<u>869</u>	<u>791,440</u>
<b>Cash flows from noncapital financing activity:</b>				
Interest paid	-	-	(869)	(869)
Net cash used for noncapital financing activity	<u>-</u>	<u>-</u>	<u>(869)</u>	<u>(869)</u>
<b>Cash flows from investing activities:</b>				
Purchases of investments	(612,287)	(254,450)	-	(866,737)
Interest received	36,125	26,356	-	62,481
Net cash used for investing activities	<u>(576,162)</u>	<u>(228,094)</u>	<u>-</u>	<u>(804,256)</u>
 Net increase (decrease) in cash and cash equivalents	 159,345	 (173,030)	 -	 (13,685)
Cash and cash equivalents, beginning of year	<u>480,330</u>	<u>494,287</u>	<u>-</u>	<u>974,617</u>
Cash and cash equivalents, end of year	<u>\$ 639,675</u>	<u>\$ 321,257</u>	<u>\$ -</u>	<u>\$ 960,932</u>
 <b>Reconciliation of operating income to net cash provided by operating activities:</b>				
Operating income (loss)	\$ 228,983	\$ 44,897	\$ (12,601)	\$ 261,279
 <b>Adjustments to reconcile operating income to net cash provided by operating activities</b>				
Depreciation	-	-	13,471	13,471
(Increase) decrease in assets:				
Receivables	(49,377)	(5,700)	4,999	(50,078)
Inventory	-	-	(4,795)	(4,795)
Due from other funds	11,958	6,161	-	18,119
Increase (decrease) in liabilities:				
Accrued insurance claims payable	534,246	-	-	534,246
Accounts payable	9,697	9,706	16,378	35,781
Accrued liabilities	-	-	1,535	1,535
Due to other funds	-	-	(18,118)	(18,118)
Net cash provided by operating activities	<u>\$ 735,507</u>	<u>\$ 55,064</u>	<u>\$ 869</u>	<u>\$ 791,440</u>
 <b>Noncash items</b>				
Net decrease in the fair value of investments	<u>\$ (1,160)</u>	<u>\$ (832)</u>	<u>\$ -</u>	<u>\$ (1,992)</u>

See accompanying independent auditor's report.

## **AGENCY FUNDS**

Agency Funds are used to account for assets held as an agent for other governments. The Commission has two agency funds.

**Criminal Court Fund** – The establishment of this fund was mandated by the legislature to account for the proceeds from operations of the First Judicial District Court. All fines, court costs, and bond forfeitures imposed by the court are dedicated to trial costs and other operating expenditures.

**Jury Fund** – The establishment of this fund was mandated by the legislature to account for the proceeds from a special fee assessed on criminal cases. The fees are used to provide compensation to jurors in criminal matters.

**CADDO PARISH COMMISSION**  
**Shreveport, Louisiana**

**AGENCY FUNDS**  
**Combining Statement of Assets and Liabilities**  
**December 31, 2011**

	<u>Criminal Court Agency Fund</u>	<u>Jury Agency Fund</u>	<u>Total Agency Funds</u>
<b>Assets</b>			
Cash and cash equivalents	\$ 148,001	\$ 83,195	\$ 231,196
Investments	647,156	89,811	736,967
Receivables, net	6,748	352	7,100
Due from other governments	202,071	12,438	214,509
<b>Total assets</b>	<u>\$ 1,003,976</u>	<u>\$ 185,796</u>	<u>\$ 1,189,772</u>
<b>Liabilities</b>			
Accounts payable and accrued liabilities	\$ 172,259	\$ -	\$ 172,259
Due to other governments	831,717	185,796	1,017,513
<b>Total liabilities</b>	<u>\$ 1,003,976</u>	<u>\$ 185,796</u>	<u>\$ 1,189,772</u>

See accompanying independent auditor's report.



**CADDO PARISH COMMISSION**  
Shreveport, Louisiana

**AGENCY FUNDS**  
**Combining Statement of Changes in Assets and Liabilities**  
**for the Year Ended December 31, 2011**

	Balance January 1, 2011	Additions	Deductions	Balance December 31, 2011
<b><u>Criminal Court Agency Fund</u></b>				
<b>Assets</b>				
Cash and cash equivalents	\$ 172,808	\$ 2,450,926	\$ 2,475,733	\$ 148,001
Investments	550,377	434,643	337,884	647,156
Receivables, net	6,910	3,501	3,663	6,748
Due from other governments	173,480	202,071	173,480	202,071
<b>Total assets</b>	<b>\$ 903,575</b>	<b>\$ 3,091,141</b>	<b>\$ 2,990,740</b>	<b>\$ 1,003,976</b>
<b>Liabilities</b>				
<b>Current liabilities</b>				
Accounts payable and accrued liabilities	\$ 176,546	\$ 953,011	\$ 957,298	\$ 172,259
Due to other governments	727,029	2,418,448	2,313,760	831,717
<b>Total liabilities</b>	<b>\$ 903,575</b>	<b>\$ 3,371,459</b>	<b>\$ 3,271,058</b>	<b>\$ 1,003,976</b>
	Balance January 1, 2011	Additions	Deductions	Balance December 31, 2011
<b><u>Jury Agency Fund</u></b>				
<b>Assets</b>				
Cash and cash equivalents	\$ 119,768	\$ 218,011	\$ 254,584	\$ 83,195
Investments	-	101,264	11,453	89,811
Receivables, net	-	352	-	352
Due from other governments	12,639	12,438	12,639	12,438
<b>Total assets</b>	<b>\$ 132,407</b>	<b>\$ 332,065</b>	<b>\$ 278,676</b>	<b>\$ 185,796</b>
<b>Liabilities</b>				
<b>Current liabilities</b>				
Accounts payable and accrued liabilities	\$ -	\$ -	\$ -	\$ -
Due to other governments	132,407	332,065	278,676	185,796
<b>Total liabilities</b>	<b>\$ 132,407</b>	<b>\$ 332,065</b>	<b>\$ 278,676</b>	<b>\$ 185,796</b>
	Balance January 1, 2011	Additions	Deductions	Balance December 31, 2011
<b><u>Total - Agency Funds</u></b>				
<b>Assets</b>				
Cash and cash equivalents	\$ 292,576	\$ 2,668,937	\$ 2,730,317	\$ 231,196
Investments	550,377	535,907	349,317	736,967
Receivables, net	6,910	3,853	3,663	7,100
Due from other governments	186,119	214,509	186,119	214,509
<b>Total assets</b>	<b>\$ 1,035,982</b>	<b>\$ 3,423,206</b>	<b>\$ 3,269,416</b>	<b>\$ 1,189,772</b>
<b>Liabilities</b>				
<b>Current liabilities</b>				
Accounts payable and accrued liabilities	\$ 176,546	\$ 953,011	\$ 957,298	\$ 172,259
Due to other governments	859,436	2,750,513	2,592,436	1,017,513
<b>Total liabilities</b>	<b>\$ 1,035,982</b>	<b>\$ 3,703,524</b>	<b>\$ 3,549,734</b>	<b>\$ 1,189,772</b>

See accompanying independent auditor's report.

# CADDO PARISH COMMISSION

## Shreveport, Louisiana

Statistical Section  
December 31, 2011

This section which is composed of accounting and non-accounting data is presented in order to provide the reader with additional information as an aid to understanding the financial activities of the governmental unit.

<u>INDEX</u>	<u>Page Number</u>
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 <u>Operating Information</u> - These schedules contain service and infrastructure data to help the reader understand how the information in the government's financial report relates to the services the government provides and the activities it performs.	
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Sources: Unless otherwise noted, the information in these schedules is derived from the comprehensive annual financial report (CAFR) for the relevant year.

# **Net Assets by Component** **Shreveport, Louisiana**

**Net Assets by Component**  
**Last Nine Fiscal Years**  
**(Unaudited)**

	2003	2004	2005	2006	2007
<b>Governmental activities</b>					
Invested in capital assets, net of related debt	\$ 237,790,940	\$ 238,938,385	\$ 233,084,164	\$ 231,393,855	\$ 224,489,782
Restricted	57,652,323	59,850,067	61,214,106	64,418,554	70,471,657
Unrestricted	12,657,517	13,936,085	17,236,555	19,418,971	21,001,762
<b>Total government activities net assets</b>	<b>\$ 308,100,780</b>	<b>\$ 312,724,537</b>	<b>\$ 311,534,825</b>	<b>\$ 315,231,380</b>	<b>\$ 315,963,201</b>

	2008	2009	2010	2011
<b>Governmental activities</b>				
Invested in capital assets, net of related debt	\$ 221,930,317	\$ 214,464,717	\$ 203,204,013	\$ 200,052,220
Restricted	81,088,246	89,043,952	98,040,119	98,055,061
Unrestricted	40,259,300	53,096,251	69,655,465	73,840,157
<b>Total government activities net assets</b>	<b>\$ 343,277,863</b>	<b>\$ 356,604,920</b>	<b>\$ 370,899,597</b>	<b>\$ 371,947,438</b>

NOTE: The Parish implemented GASB 34 in fiscal year 2003.

See accompanying independent auditor's report.

# **CADDO PARISH COMMISSION**

## **Shreveport, Louisiana**

### **Changes in Net Assets**

Last Nine Fiscal Years

(Unaudited)

	2003	2004	2005	2006	2007	2008	2009	2010	2011
<b>Expenses</b>									
Governmental activities:									
General government	\$ 3,954,248	\$ 3,597,578	\$ 4,042,957	\$ 4,318,985	\$ 5,029,372	\$ 5,224,013	\$ 6,047,258	\$ 6,549,613	\$ 7,708,389
Criminal justice	14,589,593	14,492,251	14,354,593	15,138,728	16,421,732	17,772,325	18,940,348	18,988,239	21,841,584
Health and welfare	11,992,486	13,037,448	12,903,006	11,642,589	13,602,438	13,309,792	13,835,610	15,287,264	15,565,558
Highway, streets and drainage	19,704,622	21,096,679	22,487,313	28,752,915	22,304,833	22,170,007	25,816,080	25,089,046	26,503,928
Building facilities	4,074,079	3,771,771	3,614,931	3,751,975	4,514,553	4,453,008	4,739,033	5,348,618	5,769,722
Sanitation	1,858,858	2,290,545	1,833,719	1,918,924	2,021,790	2,121,609	2,146,029	2,160,401	2,372,445
Cultural and recreation	7,540,812	9,165,852	9,444,734	10,966,594	11,009,806	11,636,654	12,753,070	13,619,889	14,994,882
Economic development	3,372,888	1,807,679	2,277,366	2,415,480	2,749,345	2,769,123	2,890,047	3,001,612	3,241,152
Interest and fees on long-term debt	1,175,486	1,078,993	674,333	660,879	756,440	1,100,006	1,398,016	1,528,698	1,576,812
Total governmental activities expenses	68,260,853	70,400,786	71,632,952	79,585,069	78,410,310	80,618,537	88,065,491	91,523,480	99,574,150
<b>Program revenues</b>									
Governmental activities:									
Charges for Services:									
General government	1,180,470	1,284,790	1,364,866	1,279,091	1,458,078	1,605,137	1,775,683	2,031,593	2,350,822
Criminal justice	139,809	165,711	232,485	224,544	173,459	167,328	143,287	91,983	75,065
Health and welfare	244,259	253,469	237,145	226,002	232,335	237,205	189,041	173,429	170,511
Highway, streets and drainage	103,741	81,094	186,202	138,764	167,003	454,632	117,474	204,063	263,285
Cultural and recreation	105,420	118,003	113,292	136,508	150,420	149,978	240,219	143,119	128,432
Economic development	1,650	1,800	1,800	1,650	1,800	1,800	1,800	1,800	1,800
Operating grants and contributions	13,841,850	13,566,378	13,952,011	13,282,911	15,087,723	14,687,406	15,211,016	16,564,361	16,692,529
Capital grants and contributions	5,551,799	9,947,158	1,169,925	10,708,185	1,777,806	2,419,372	1,847,966	4,708,209	3,050,465
Total governmental activities program revenue	21,168,998	25,398,403	17,256,726	25,997,895	19,048,622	19,701,858	19,526,486	23,918,587	22,732,919
Net (expense) revenue	(47,091,855)	(45,002,383)	(54,376,226)	(53,587,174)	(59,361,688)	(60,916,679)	(68,539,005)	(67,604,813)	(76,841,331)
<b>General revenues and other changes in net assets</b>									
Governmental activities:									
Taxes:									
Property taxes levied for general purposes	33,701,635	35,751,085	38,008,612	40,756,547	41,673,396	45,567,479	46,175,854	48,776,206	51,484,524
Property taxes levied for debt services	1,745,113	2,044,292	2,103,445	2,272,517	2,321,667	2,821,083	2,750,375	2,594,739	2,839,594
Sales taxes	5,421,578	6,858,471	7,145,914	7,788,364	7,282,865	12,959,666	14,509,082	14,586,426	12,000,542
Franchise taxes	175,942	178,646	196,667	194,874	193,268	194,738	207,474	209,443	205,527
Gaming	2,636,180	2,498,311	2,376,208	2,304,346	2,248,270	2,312,683	2,364,142	2,338,080	2,237,838
Unrestricted grants and contributions	1,159,918	1,133,482	1,141,569	1,152,459	1,225,978	1,276,022	1,249,304	1,266,042	1,285,975
Oil and gas leases	-	-	-	-	-	18,281,891	12,428,856	8,351,107	5,420,282
Investment earnings	950,072	795,481	1,617,847	2,103,399	4,317,662	4,546,382	1,713,418	2,205,353	1,879,715
Miscellaneous	377,990	366,372	596,252	691,423	830,393	472,397	486,557	595,184	949,177
Total governmental activities	46,168,328	49,626,160	53,186,514	57,263,929	60,003,509	68,231,341	81,866,062	81,898,590	77,889,172
Net (expense) revenue governmental activities	\$ (923,527)	\$ 4,623,757	\$ (1,186,712)	\$ 3,686,555	\$ 731,821	\$ 27,314,662	\$ 13,327,057	\$ 14,294,677	\$ 1,047,841

See accompanying independent auditor's report.

**CADDO PARISH COMMISSION**  
**Shreveport, Louisiana**  
**Fund Balances of Governmental Funds**  
**Last Ten Fiscal Years**  
**(Unaudited)**

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
<b>General fund</b>										
Reserved/designated	\$ 1,079,667	\$ 1,151,208	\$ 922,230	\$ 472,553	\$ 455,558	\$ 819,179	\$ 601,559	\$ 1,422,523	\$ 1,195,916	\$ -
Unreserved	2,710,977	2,973,210	3,829,319	5,529,298	7,169,924	8,531,443	8,909,910	9,314,466	11,345,289	-
Committed to contingencies	-	-	-	-	-	-	-	-	-	40,496,244
Assigned to future claims	-	-	-	-	-	-	-	-	-	600,000
Unassigned	-	-	-	-	-	-	-	-	-	12,852,065
<b>Total general fund</b>	<b>3,790,644</b>	<b>4,124,418</b>	<b>4,751,549</b>	<b>6,001,851</b>	<b>7,625,482</b>	<b>9,150,622</b>	<b>9,511,469</b>	<b>10,736,989</b>	<b>12,541,215</b>	<b>53,948,329</b>
<b>All other governmental funds</b>										
Reserved/designated	39,148,659	28,486,279	27,493,891	26,493,370	23,155,505	35,035,508	44,983,142	68,941,338	85,661,462	-
Unreserved, reported in:										
Special revenue funds	28,544,270	27,762,783	30,197,527	32,817,995	39,655,469	55,186,715	83,683,454	90,222,427	93,360,481	-
Capital project funds	-	7,190,920	8,290,655	9,588,766	10,061,866	-	-	-	-	-
Nonspendable - prepaids	-	-	-	-	-	-	-	-	-	105,854
Restricted for:										
Criminal justice	-	-	-	-	-	-	-	-	-	7,399,791
Health and welfare	-	-	-	-	-	-	-	-	-	3,693,811
Highways, streets and drainage	-	-	-	-	-	-	-	-	-	22,484,915
Building facilities	-	-	-	-	-	-	-	-	-	6,607,921
Sanitation	-	-	-	-	-	-	-	-	-	18,153,758
Culture and recreation	-	-	-	-	-	-	-	-	-	11,140,408
Economic development	-	-	-	-	-	-	-	-	-	389,301
Debt service	-	-	-	-	-	-	-	-	-	2,069,109
Capital projects	-	-	-	-	-	-	-	-	-	28,914,144
Committed to:										
Economic development	-	-	-	-	-	-	-	-	-	448,310
Capital projects	-	-	-	-	-	-	-	-	-	309,538
Subsequent year's expenditures	-	-	-	-	-	-	-	-	-	14,329,904
Assigned to:										
Special services	-	-	-	-	-	-	-	-	-	18,360,422
Encumbrances	-	-	-	-	-	-	-	-	-	5,558,724
<b>Total all other governmental funds</b>	<b>67,892,929</b>	<b>63,439,982</b>	<b>65,982,073</b>	<b>68,900,131</b>	<b>72,872,840</b>	<b>90,222,223</b>	<b>128,666,596</b>	<b>159,163,765</b>	<b>179,021,943</b>	<b>137,966,710</b>
<b>Total governmental funds</b>	<b>\$ 71,483,573</b>	<b>\$ 67,564,400</b>	<b>\$ 70,733,622</b>	<b>\$ 74,901,982</b>	<b>\$ 80,498,322</b>	<b>\$ 99,372,845</b>	<b>\$ 138,178,065</b>	<b>\$ 169,900,754</b>	<b>\$ 191,563,158</b>	<b>\$ 191,914,039</b>

See accompanying independent auditor's report.

**CADDO PARISH COMMISSION**  
**Shreveport, Louisiana**  
**Changes in Fund Balances for Governmental Funds**  
**Last Ten Fiscal Years**  
**(Unaudited)**

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
<b>Revenues</b>										
Taxes	\$ 38,917,869	\$ 41,341,332	\$ 45,082,957	\$ 47,034,568	\$ 50,705,377	\$ 51,165,840	\$ 60,774,562	\$ 64,138,948	\$ 67,058,756	\$ 66,072,039
Licenses and permits	396,597	533,209	622,913	487,330	565,729	566,803	594,471	620,384	686,839	1,036,027
Intergovernmental	15,233,068	15,438,191	15,173,938	16,100,614	14,537,978	18,668,843	16,348,285	16,480,320	19,890,289	18,758,018
Charges for services	62,105	100,828	63,319	721,225	439,211	484,148	788,288	435,733	548,856	437,339
Fine and forfeitures	208,490	211,202	248,487	100,028	291,653	281,484	258,314	250,642	161,552	184,008
Gaming	2,483,415	2,636,180	2,498,311	2,376,208	2,304,346	2,246,270	2,312,653	2,364,142	2,338,090	2,237,638
Use of money and property:										
Rental, camping fee, other	159,855	158,953	181,134	180,550	160,127	162,120	164,169	193,878	92,539	91,498
Oil and gas leases	-	-	752,245	1,518,022	1,984,803	4,149,182	4,405,485	1,657,849	8,351,107	5,420,282
Investment earnings	1,982,682	810,136	593,628	633,337	707,021	873,087	746,954	488,538	599,308	1,622,399
Other revenues	2,155,482	505,658	593,628	633,337	707,021	873,087	746,954	488,538	599,308	971,358
<b>Total revenues</b>	<b>61,611,593</b>	<b>61,836,885</b>	<b>65,185,142</b>	<b>68,139,880</b>	<b>71,714,333</b>	<b>76,579,535</b>	<b>104,553,122</b>	<b>98,020,066</b>	<b>101,863,249</b>	<b>96,650,602</b>
<b>Expenditures</b>										
General government	2,783,201	2,283,939	2,231,108	2,105,544	2,279,590	2,684,900	2,987,864	3,376,530	4,488,212	4,198,952
Criminal justice	13,104,280	13,788,773	14,144,167	13,687,517	14,209,618	15,288,718	17,027,698	17,564,828	18,154,978	18,777,010
Health and welfare	12,409,352	11,740,237	12,883,089	12,734,068	11,397,858	13,285,091	12,863,046	13,589,495	14,826,082	15,093,257
Highways, streets and drainage	4,711,674	4,988,115	5,963,333	5,159,948	5,380,308	5,785,533	6,127,388	6,263,272	8,236,044	7,588,073
Building facilities	2,400,976	2,661,624	2,647,908	3,089,772	3,164,044	3,352,293	3,740,694	3,776,584	4,133,882	4,068,276
Sanitation	1,744,618	1,807,918	2,294,201	1,802,395	1,978,965	1,940,074	2,085,384	2,097,493	2,226,543	2,252,867
Culture and recreation	14,978,180	7,648,557	8,377,740	8,611,452	9,434,749	9,963,381	10,442,742	11,685,289	12,261,722	12,812,829
Economic development	2,143,002	2,088,052	1,748,937	2,180,245	2,288,998	2,860,087	2,878,425	2,603,276	2,959,138	3,208,754
Debt service:										
Principal	3,510,000	3,800,000	4,000,000	4,215,000	4,175,000	3,170,000	3,286,250	3,425,501	1,785,501	2,480,501
Interest	1,089,532	1,135,348	980,681	637,676	538,711	423,134	789,402	1,106,212	1,371,515	1,450,391
Fees and charges	46,759	83,024	100,027	104,058	110,149	170,609	161,547	181,627	165,898	151,396
Capital outlay	8,083,040	13,887,238	8,805,337	10,801,895	11,282,038	8,881,182	12,847,664	11,617,470	15,478,343	24,415,448
<b>Total expenditures</b>	<b>67,002,624</b>	<b>65,722,823</b>	<b>61,987,618</b>	<b>64,929,476</b>	<b>66,117,993</b>	<b>67,705,072</b>	<b>76,147,902</b>	<b>77,297,377</b>	<b>86,200,845</b>	<b>99,478,721</b>
Excess (deficiency) of revenues over (under) expenditures	(5,391,031)	(3,885,938)	3,207,524	4,210,404	5,596,340	8,874,523	28,405,220	21,722,689	15,662,404	350,881
<b>Other financing sources (uses)</b>										
Transfers in	17,173,195	17,143,027	11,171,738	11,201,725	12,853,382	28,900,127	36,338,512	25,817,035	39,187,164	41,408,485
Transfers out	(17,218,100)	(17,187,932)	(11,215,809)	(11,243,769)	(12,853,382)	(26,900,127)	(36,838,512)	(25,817,035)	(39,187,164)	(41,408,485)
Refunding certificates issued	-	2,060,000	6,385,000	-	-	-	-	-	-	-
Payment to refunding escrow agent	-	(2,048,130)	(6,358,931)	-	-	-	-	-	-	-
Bond proceeds	9,000,000	-	-	-	-	10,000,000	10,000,000	10,000,000	6,000,000	-
<b>Total other financing sources (uses)</b>	<b>8,955,095</b>	<b>(33,035)</b>	<b>(38,102)</b>	<b>(42,044)</b>	<b>-</b>	<b>10,000,000</b>	<b>9,400,000</b>	<b>10,000,000</b>	<b>6,000,000</b>	<b>-</b>
<b>Net change in fund balance</b>	<b>3,564,064</b>	<b>(3,918,173)</b>	<b>3,169,222</b>	<b>4,168,360</b>	<b>5,596,340</b>	<b>18,874,523</b>	<b>36,805,220</b>	<b>31,722,689</b>	<b>21,662,404</b>	<b>350,881</b>
<b>Fund balance, beginning</b>	<b>67,919,509</b>	<b>71,483,573</b>	<b>67,564,400</b>	<b>70,733,622</b>	<b>74,901,882</b>	<b>80,489,322</b>	<b>89,372,945</b>	<b>138,178,085</b>	<b>169,900,754</b>	<b>191,583,158</b>
<b>Fund balance, ending</b>	<b>\$ 71,483,573</b>	<b>\$ 67,564,400</b>	<b>\$ 70,733,622</b>	<b>\$ 74,901,882</b>	<b>\$ 80,489,322</b>	<b>\$ 99,373,845</b>	<b>\$ 138,178,085</b>	<b>\$ 169,900,754</b>	<b>\$ 191,563,158</b>	<b>\$ 191,914,039</b>
Debt expenditures to non-capital expenditures ratio	9%	10%	10%	9%	9%	6%	7%	7%	4%	6%

See accompanying independent auditor's report.

**CADDO PARISH COMMISSION**  
**Shreveport, Louisiana**

**Assessed Value and Estimated Actual Value of Taxable Property**  
**Last Ten Fiscal Years**  
**(Unaudited)**

Fiscal Year Ended December 31	Residential Property		Commercial Property		Total Taxable Assessed Value		Total Direct Tax Rate		Estimated Actual Taxable Value		Assessed Value as a Percentage of Actual Value
	\$	Property	\$	Property	\$	Value			\$	Value	
2002	\$	532,663,900	\$	618,618,510	\$	1,151,282,410	40.40		\$	10,086,000,233	11.41%
2003	\$	555,680,090	\$	635,083,980	\$	1,190,764,070	40.40		\$	10,470,241,933	11.37%
2004	\$	710,019,400	\$	654,062,780	\$	1,364,082,180	36.58		\$	12,175,249,333	11.20%
2005	\$	736,735,880	\$	665,131,170	\$	1,401,867,050	37.31		\$	12,532,062,933	11.19%
2006	\$	769,422,820	\$	703,664,770	\$	1,473,087,590	37.31		\$	13,142,876,900	11.21%
2007	\$	791,560,200	\$	721,900,430	\$	1,513,460,630	37.31		\$	13,496,390,933	11.21%
2008	\$	893,673,210	\$	813,812,700	\$	1,707,485,910	35.14		\$	15,251,309,466	11.20%
2009	\$	911,200,030	\$	831,683,800	\$	1,742,883,830	35.14		\$	15,545,022,500	11.21%
2010	\$	935,442,410	\$	888,819,170	\$	1,824,261,580	35.14		\$	16,169,029,600	11.28%
2011	\$	841,483,400	\$	1,040,273,000	\$	1,881,756,400	34.94		\$	16,670,011,200	11.29%

Source: Caddo Parish Tax Assessor.

See accompanying independent auditor's report.

# CADDO PARISH COMMISSION

## Shreveport, Louisiana

### Property Tax Rates - Direct and Overlapping Governments (rate per \$1,000 of assessed value) Last Ten Fiscal Years (Unaudited)

Fiscal Year Ended December 31,	Debt Service	General Fund	Public Works	Parks and Recreation	Courthouse Maintenance	Detention Facilities	Juvenile Court	Public Health	Shreve Memorial Library	Biomedical Center	Criminal Justice System	Total	School Board	Sheriff	City	Total
2002	1.95	3.70	6.55	0.95	3.08	6.03	2.23	2.29	9.92	1.88	1.82	40.40	87.27	14.94	51.30	193.91
2003	1.95	3.70	6.55	0.95	3.08	6.03	2.23	2.29	9.92	1.88	1.82	40.40	87.27	14.94	51.30	193.91
2004	1.95	3.32	5.90	0.86	2.77	5.43	2.01	2.06	8.94	1.70	1.64	36.58	81.73	13.47	46.64	178.42
2005	1.95	3.32	5.90	0.86	2.77	5.43	2.01	2.06	9.53	1.80	1.68	37.31	81.65	13.47	46.64	179.07
2006	1.95	3.32	5.90	0.86	2.77	5.43	2.01	2.06	9.53	1.80	1.68	37.31	80.65	13.47	46.64	178.07
2007	1.95	3.32	5.90	0.86	2.77	5.43	2.01	2.06	9.53	1.80	1.68	37.31	82.81	13.47	46.64	180.23
2008	1.95	3.11	4.54	0.81	2.60	5.10	1.89	1.93	8.95	1.69	2.57	35.14	78.20	13.47	44.54	171.35
2009	1.95	3.11	4.54	0.81	2.60	5.10	1.89	1.93	8.95	1.69	2.57	35.14	78.20	13.47	44.54	171.35
2010	1.95	3.11	4.54	0.81	2.60	5.10	1.89	1.93	8.95	1.69	2.57	35.14	78.20	13.47	44.54	171.35
2011	1.75	3.11	3.87	0.81	2.60	5.10	1.89	1.93	8.95	1.69	3.24	34.94	78.20	13.47	44.54	171.15

Source: Caddo Parish Tax Assessor.

See accompanying independent auditor's report.



# **CADDO PARISH COMMISSION**

**Shreveport, Louisiana**

**Principal Property Taxpayers**

**Current Year and Nine Years Ago**

**(Unaudited)**

Taxpayer	2011			2002		
	Assessed value	Rank	Percentage of total assessed value	Assessed value	Rank	Percentage of total assessed value
Southwestern Electric Power Company	\$ 65,312,320	1	3.47%	\$ 54,597,910	1	4.74%
Centerpoint Energy	26,847,790	2	1.43%			
Chesapeake Operating	23,632,110	3	1.26%			
BellSouth Corporation	21,982,150	4	1.17%	29,773,400	2	2.59%
Universal Oil Products	18,941,710	5	1.01%	8,040,360	10	0.70%
Gulf Crossing Pipeline	14,918,220	6	0.79%			
QEP Energy	13,349,720	7	0.71%			
Sam's Town	12,892,790	8	0.68%			
Calumet	12,094,540	9	0.64%			
J-W Operating	9,821,630	10	0.52%			
Harrah's				19,098,020	3	1.66%
General Motors				18,432,870	4	1.60%
Hibernia				12,771,830	5	1.11%
Am South				11,845,910	6	1.03%
Casino Magic				9,327,570	7	0.81%
Bank One				8,858,766	8	0.77%
Wal-Mart				8,649,530	9	0.75%
Total for ten principal taxpayers	219,802,980		11.68%	181,396,166		15.76%
Total for remaining taxpayers	1,681,953,420		88.32%	969,886,244		84.24%
Total for all taxpayers	\$ 1,881,756,400		100.00%	\$ 1,151,282,410		100.00%

Source: Caddo Parish Tax Assessor.

See accompanying independent auditor's report.

# CADDO PARISH COMMISSION

Shreveport, Louisiana

Property Tax Levies and Collections  
Last Ten Fiscal Years  
(Unaudited)

Fiscal Year Ended December 31,	Taxes Levied for the Fiscal Year	Collected within the		Collections in Subsequent Years	Total Collections to Date	
		Fiscal Year of the Levy	Percentage of Levy		Amount	Percentage of Levy
2002	\$ 33,571,267	\$ 31,487,568	93.8%	\$ 878,297	\$ 32,365,865	96.4%
2003	\$ 36,795,524	\$ 33,684,858	91.5%	\$ 862,747	\$ 34,547,605	93.9%
2004	\$ 38,611,408	\$ 35,646,170	92.3%	\$ 863,142	\$ 36,509,312	94.6%
2005	\$ 41,073,673	\$ 37,825,152	92.1%	\$ 1,232,266	\$ 39,057,418	95.1%
2006	\$ 43,688,297	\$ 39,870,937	91.3%	\$ 1,451,729	\$ 41,322,666	94.6%
2007	\$ 45,032,925	\$ 41,421,926	92.0%	\$ 1,695,382	\$ 43,117,308	95.7%
2008	\$ 49,041,789	\$ 45,050,048	91.9%	\$ 1,597,573	\$ 46,647,621	95.1%
2009	\$ 50,321,828	\$ 46,464,691	92.3%	\$ 2,061,337	\$ 48,526,028	96.4%
2010	\$ 53,072,349	\$ 49,241,661	92.8%	\$ 1,715,329	\$ 50,956,990	96.0%
2011	\$ 55,235,996	\$ 51,314,965	92.9%	N/A	\$ 51,314,965	92.9%

N/A - Information is not yet available.

Source: Caddo Parish Tax Assessor.

See accompanying independent auditor's report.

# **CADDO PARISH COMMISSION**

## **Shreveport, Louisiana**

### **Taxable Sales by Category Last Seven Fiscal Years (Unaudited)**

	2005	2006	2007	2008	2009	2010	2011
Motor Vehicle Dealers	\$ 112,608,935	\$ 120,313,589	\$ 127,861,274	\$ 130,989,302	\$ 104,881,262	\$ 120,546,529	\$ 130,831,874
Wholesale - Machinery, Equipment and Supplies	51,344,400	72,752,103	62,018,449	108,456,983	115,562,897	199,208,989	129,066,023
Manufacturing	53,465,920	39,508,798	35,639,747	54,268,917	70,971,143	33,875,807	125,341,157
Oil and Gas Services - Mining	19,715,790	34,532,328	24,769,011	59,891,369	175,385,146	183,253,501	56,842,934
Wholesale - Lumber and Other Construction Materials	21,019,216	26,118,981	20,941,024	25,668,965	23,076,708	35,235,219	47,521,924
Grocery Stores	21,836,763	21,860,519	25,727,158	30,331,629	31,128,169	27,977,195	43,218,470
Wholesale - Metals	19,786,870	23,660,879	18,280,881	76,245,281	105,147,028	82,035,017	35,099,843
Equipment Leasing and Renting	9,060,524	10,505,709	15,959,875	30,927,426	51,254,340	55,779,169	18,226,857
Automotive Repair Shops	8,630,359	10,098,361	9,329,719	9,726,936	9,821,611	9,749,363	12,571,853
Restaurants	8,017,295	8,648,670	11,047,552	13,834,316	15,875,613	16,442,285	9,084,454
All Others	157,163,463	184,515,865	196,285,570	232,160,066	301,970,024	214,595,133	234,896,850
<b>Total</b>	<b>\$ 482,649,535</b>	<b>\$ 552,515,802</b>	<b>\$ 547,860,060</b>	<b>\$ 772,501,190</b>	<b>\$ 1,004,673,941</b>	<b>\$ 978,698,227</b>	<b>\$ 842,702,039</b>
<b>Sales tax rate</b>	<b>1.50%</b>	<b>1.50%</b>	<b>1.50%</b>	<b>1.50%</b>	<b>1.50%</b>	<b>1.50%</b>	<b>1.50%</b>

Note: Fiscal years 2005-2011 are the most recent years for which the data are available.

Source: Caddo-Shreveport Sales and Use Tax Commission.

See accompanying independent auditor's report.

**CADDO PARISH COMMISSION**  
**Shreveport, Louisiana**

**Direct and Overlapping Sales Tax Rates**  
**Last Ten Fiscal Years**  
**(Unaudited)**

<b>Year</b>	<b>Sales Tax District #1</b>	<b>Caddo Parish School Board</b>	<b>Caddo Law Enforcement District</b>	<b>State of Louisiana</b>	<b>Total Rate</b>
2002	1.50	1.50	0.25	4.00	7.25
2003	1.50	1.50	0.35	4.00	7.35
2004	1.50	1.50	0.35	4.00	7.35
2005	1.50	1.50	0.35	4.00	7.35
2006	1.50	1.50	0.35	4.00	7.35
2007	1.50	1.50	0.35	4.00	7.35
2008	1.50	1.50	0.35	4.00	7.35
2009	1.50	1.50	0.35	4.00	7.35
2010	1.50	1.50	0.35	4.00	7.35
2011	1.50	1.50	0.35	4.00	7.35

Source: Caddo-Shreveport Sales and Use Tax Commission.

See accompanying independent auditor's report.

**CADDO PARISH COMMISSION**  
**Shreveport, Louisiana**  
**Sales Tax Revenue Payers by Industry**  
**Last Seven Fiscal Years**  
**(Unaudited)**

	2005			2006			2007			2008		
	Number of Filers	Percent of Total	Tax Collected	Number of Filers	Percent of Total	Tax Collected	Number of Filers	Percent of Total	Tax Collected	Number of Filers	Percent of Total	Tax Collected
Retail Trade	571	24.97%	\$ 2,769,447	565	24.20%	\$ 2,938,386	571	23.88%	\$ 3,227,026	559	22.30%	\$ 3,371,187
Wholesale Trade	862	37.69%	1,877,278	890	38.12%	2,372,055	901	37.65%	2,078,170	982	39.17%	4,676,631
Manufacturing	116	5.07%	1,219,021	108	4.54%	1,232,986	116	4.85%	1,229,074	108	4.31%	859,374
Services	451	19.72%	530,213	472	20.21%	579,033	475	19.85%	648,780	504	20.10%	977,414
Mining	73	3.19%	297,179	87	3.73%	521,019	85	3.97%	376,523	123	4.91%	915,621
Transportation, Communications, Electric, & Gas	60	2.62%	269,564	65	2.78%	213,058	71	2.97%	308,503	53	2.11%	481,439
Other	54	2.36%	228,253	50	2.14%	320,361	50	2.09%	289,236	72	2.87%	518,861
Construction	77	3.37%	67,687	76	3.25%	79,006	89	3.72%	81,125	79	3.15%	79,958
Agricultural	9	0.39%	8,518	7	0.30%	11,010	8	0.33%	34,002	9	0.36%	28,007
Finance, Insurance, & Real Estate	12	0.52%	5,557	15	0.64%	4,006	15	0.63%	5,360	16	0.64%	8,146
Government	2	0.09%	63	2	0.09%	80	2	0.08%	64	2	0.08%	49
<b>Total</b>	<b>2,287</b>	<b>100.00%</b>	<b>\$ 7,272,780</b>	<b>2,335</b>	<b>100.00%</b>	<b>\$ 8,271,000</b>	<b>2,393</b>	<b>100.00%</b>	<b>\$ 8,277,863</b>	<b>2,507</b>	<b>100.00%</b>	<b>\$ 11,916,687</b>

	2009			2010			2011		
	Number of Filers	Percent of Total	Tax Collected	Number of Filers	Percent of Total	Tax Collected	Number of Filers	Percent of Total	Tax Collected
Retail Trade	543	20.38%	\$ 3,037,505	572	20.89%	\$ 3,407,191	580	20.59%	\$ 3,584,652
Wholesale Trade	1,069	40.13%	4,789,367	1,085	39.26%	5,766,167	1,096	38.91%	4,413,450
Manufacturing	100	3.75%	1,631,295	103	3.73%	553,236	105	3.73%	498,043
Services	549	20.61%	1,277,145	576	20.84%	1,397,892	608	21.58%	1,371,078
Mining	167	8.27%	2,640,571	185	6.69%	2,753,630	193	6.85%	2,067,112
Transportation, Communications, Electric, & Gas	74	2.78%	517,926	82	2.97%	329,531	77	2.73%	277,758
Other	41	1.54%	1,063,098	41	1.48%	325,344	44	1.56%	247,537
Construction	95	3.57%	78,393	95	3.44%	113,534	92	3.26%	145,414
Agricultural	8	0.30%	28,586	8	0.29%	28,054	7	0.25%	26,951
Finance, Insurance, & Real Estate	15	0.56%	4,230	15	0.54%	5,373	12	0.43%	7,029
Government	3	0.11%	3,993	2	0.07%	521	3	0.11%	507
<b>Total</b>	<b>2,664</b>	<b>100.00%</b>	<b>\$ 15,070,109</b>	<b>2,764</b>	<b>100.00%</b>	<b>\$ 14,680,473</b>	<b>2,817</b>	<b>100.00%</b>	<b>\$ 12,640,531</b>

Note: Due to confidentiality issues, the names of the ten largest revenue payers are not available. The categories presented are intended to provide alternative information regarding the sources of the Parish's revenues. The amounts shown are gross collections prior to refunds and collections of amounts due from prior years. Fiscal years 2005-2011 are the most recent years for which the data are available.

Source: Caddo-Shreveport Sales and Use Tax Commission.

See accompanying independent auditor's report.

# CADDO PARISH COMMISSION

## Shreveport, Louisiana

Ratios of Outstanding Debt by Type  
Last Ten Fiscal Years  
(dollars in thousands, except per capita)  
(Unaudited)

Fiscal Year	General Obligation Bonds	Limited Tax Revenue Bonds	Certificates of Indebtedness	Total Primary Government	Percentage of Personal Income (2)	Parish per Capita (2)
2002	\$ 13,035,000	\$ -	\$ 16,795,000	\$ 29,830,000	0.43%	\$ 118
2003	\$ 11,570,000	\$ -	\$ 14,605,000	\$ 26,175,000	0.36%	\$ 103
2004	\$ 10,195,000	\$ -	\$ 12,160,000	\$ 22,355,000	0.29%	\$ 88
2005	\$ 8,430,000	\$ -	\$ 9,710,000	\$ 18,140,000	0.23%	\$ 71
2006	\$ 6,630,000	\$ -	\$ 7,335,000	\$ 13,965,000	0.17%	\$ 56
2007	\$ 14,765,000	\$ -	\$ 6,030,000	\$ 20,795,000	0.25%	\$ 82
2008	\$ 22,830,000	\$ -	\$ 4,670,000	\$ 27,500,000	0.32%	\$ 108
2009	\$ 30,815,000	\$ -	\$ 3,260,000	\$ 34,075,000	0.33%	\$ 134
2010	\$ 30,070,000	\$ 6,000,000	\$ 2,220,000	\$ 38,290,000	0.39%	\$ 150
2011	\$ 28,930,000	\$ 5,745,000	\$ 1,135,000	\$ 35,810,000	(1)	\$ 140

### Notes:

- (1) 2011 data was not available.
- (2) See the Schedule of Demographic and Economic Statistics for personal income and population data.

See accompanying independent auditor's report.

**CADDO PARISH COMMISSION**  
**Shreveport, Louisiana**

**Ratio of Net General Bonded Debt <sup>(1)</sup>**  
**Last Ten Fiscal Years**  
**(Unaudited)**

Fiscal year	Gross bonded debt	Less debt service fund	Net bonded debt	Ratio of net bonded debt to assessed value	Net bonded debt per capita <sup>(2)</sup>
2002	\$ 13,035,000	\$ 2,174,596	\$ 10,860,404	0.94%	\$ 43
2003	\$ 11,570,000	\$ 1,771,737	\$ 9,798,263	0.82%	\$ 39
2004	\$ 10,195,000	\$ 1,640,053	\$ 8,554,947	0.63%	\$ 34
2005	\$ 8,430,000	\$ 1,630,291	\$ 6,799,709	0.49%	\$ 27
2006	\$ 6,630,000	\$ 1,748,378	\$ 4,881,622	0.33%	\$ 19
2007	\$ 14,765,000	\$ 11,825,362	\$ 2,939,638	0.19%	\$ 12
2008	\$ 22,830,000	\$ 1,934,394	\$ 20,895,606	1.22%	\$ 83
2009	\$ 30,815,000	\$ 1,491,320	\$ 29,323,680	1.68%	\$ 115
2010	\$ 30,070,000	\$ 1,941,376	\$ 28,128,624	1.53%	\$ 110
2011	\$ 28,930,000	\$ 2,069,109	\$ 26,860,891	1.43%	\$ 105

**Notes:**

- (1) Does not include certificates of indebtedness.  
(2) Population data can be found in the Schedule of Demographic and Economic Statistics.

See accompanying independent auditor's report.

# **CADDO PARISH COMMISSION**

**Shreveport, Louisiana**

**Direct and Overlapping Governmental Activities Debt**  
as of December 31, 2011  
(dollars in thousands)  
(Unaudited)

<u>Governmental Unit</u>	<u>Debt Outstanding</u>	<u>Estimated Percentage Applicable</u>	<u>Estimated Direct and Overlapping Debt</u>
Debt repaid with property taxes			
Caddo Parish School Board	\$ 106,480	100%	\$ 106,480
City of Shreveport	205,568	99%	203,512
			<u>309,992</u>
Subtotal, overlapping debt			
Parish direct debt			<u>33,370</u>
Total direct and overlapping debt			<u>\$ 343,362</u>

Note: Overlapping debt is computed to demonstrate the total property tax burden on the taxpayers within the Caddo Parish Commission's geographic jurisdiction and the total debt that their property taxes will be expected to repay.

Source: Assessed value data used to estimate applicable percentages provided by the Caddo Parish Tax Assessor. Debt outstanding provided by staff of the separate governmental organizations and their audited financial statements.

See accompanying independent auditor's report.



# CADDO PARISH COMMISSION

## Shreveport, Louisiana

### Legal Debt Margin Information Last Ten Fiscal Years (Unaudited)

	Fiscal Year									
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Debt limit - 10% of assessed value for any one purpose	\$ 115,128,241	\$ 119,076,407	\$ 136,408,218	\$ 140,188,705	\$ 147,308,759	\$ 151,346,063	\$ 170,748,591	\$ 174,288,383	\$ 182,428,158	\$ 188,175,640
Deduct - amount of debt applicable to debt limit	13,035,000	11,570,000	10,195,000	8,430,000	6,630,000	14,765,000	22,830,000	30,815,000	30,070,000	28,930,000
Legal debt margin	\$ 102,093,241	\$ 107,506,407	\$ 126,213,218	\$ 131,758,705	\$ 140,678,759	\$ 136,581,063	\$ 147,918,591	\$ 143,473,383	\$ 152,358,158	\$ 159,245,640
Total debt applicable to the limit as a percentage of debt limit	11.32%	9.72%	7.47%	6.01%	4.80%	9.76%	13.37%	17.69%	16.48%	15.37%

#### Legal Debt Margin Calculation for Fiscal Year 2011:

Assessed value	\$1,881,766,400
Debt limit (10% of total assessed value)	188,175,640
Debt applicable to limit:	
General Obligation Bonds	28,930,000
Legal debt margin	\$ 159,245,640

Note: Total debt applicable to limit includes all general obligation bonds payable from assessed property taxes in their original principal amount outstanding. State law allows a maximum 10% of the assessed valuation for bonded debt for any purpose. However, the 10% maximum can be exceeded if the aggregate issued for all purposes does not exceed 35% of the total assessed valuations.

See accompanying independent auditor's report.

**CADDO PARISH COMMISSION**  
**Shreveport, Louisiana**

Demographic and Economic Statistics  
 Last Ten Fiscal Years  
 (Unaudited)

Fiscal Year	Caddo Parish Population	Caddo Parish Personal Income (in thousands)	Caddo Parish per Capita Personal Income	Parish Unemployment Rate
2002	252,770	\$ 6,955,738	\$ 27,767	6.70%
2003	254,216	\$ 7,233,555	\$ 28,884	7.10%
2004	254,977	\$ 7,626,067	\$ 30,485	6.30%
2005	255,742	\$ 7,870,765	\$ 31,428	6.10%
2006	251,309	\$ 8,128,201	\$ 32,309	3.80%
2007	253,118	\$ 8,387,644	\$ 33,190	4.70%
2008	254,099	\$ 8,501,158	\$ 33,653	5.70%
2009	255,115	\$ 10,337,630	\$ 40,760	7.80%
2010	254,969	\$ 9,804,879	\$ 38,358	7.40%
2011	255,613	(1)	(1)	7.20%

Note:

(1) 2011 data was not available.

Sources: Parish population provided by the Treasurer of the State of Louisiana. Population and personal income for Caddo Parish is provided by the Center for Business Research at Louisiana State University-Shreveport. Parish unemployment rate is provided by the Louisiana Department of Labor.

See accompanying independent auditor's report.

**CADDO PARISH COMMISSION**  
**Shreveport, Louisiana**

Principal Employers  
for the Years Ended 2011 and 2002  
(Unaudited)

	2011			2002		
	Employees	Rank	Percentage of Area Employment	Employees	Rank	Percentage of Area Employment
State of Louisiana	7,558	1	6.80%	8,695	1	8.00%
Caddo Parish School Board	6,815	2	6.13%	6,900	2	6.35%
LSU Health Science Center	6,295	3	5.67%	5,657	3	5.20%
Willis Knighton Health System	5,725	4	5.15%	4,156	4	3.82%
City of Shreveport	2,691	5	2.42%	3,012	5	2.77%
Christus Schumpert Health System	1,900	6	1.71%	2,299	8	2.11%
US Support	1,618	7	1.46%	-	-	-
Overton Brooks VA Medical Center	1,588	8	1.43%	-	-	-
Eldorado Resort Casino	1,400	9	1.26%	-	-	-
Sam's Town Hotel and Casino	1,265	10	1.14%	-	-	-
General Motors	-	-	-	2,592	6	2.38%
Hollywood Casino and Hotel	-	-	-	1,749	9	1.61%
Harrah's Casino and Hotel	-	-	-	2,300	7	2.12%
US Postal Service	-	-	-	1,050	10	0.97%
<b>Total</b>	<b>36,855</b>		<b>33.17%</b>	<b>38,410</b>		<b>35.33%</b>

Source: Center for Business Research, Louisiana State University in Shreveport.

See accompanying independent auditor's report.

# **CADDO PARISH COMMISSION**

**Shreveport, Louisiana**

## **Full-Time Equivalent Parish Government Employees by Function Last Ten Fiscal Years (Unaudited)**

<b>Function/Program</b>	<b>Full-time Equivalent Employees as of December 31,</b>									
	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
General Government	26	25	25	23	24	27	26	29	25	25
Criminal Justice	95	97	93	90	83	85	76	81	85	81
Highways and Streets	81	81	75	76	76	72	76	76	71	76
Culture and Recreation	16	17	15	15	14	13	14	14	15	13
Health and Welfare	30	33	28	29	29	26	29	32	32	31
Building Facilities	81	84	68	69	65	67	65	66	67	68
Sanitation	56	56	55	54	53	55	55	55	53	54
<b>Total</b>	<b>385</b>	<b>393</b>	<b>359</b>	<b>356</b>	<b>344</b>	<b>345</b>	<b>341</b>	<b>353</b>	<b>348</b>	<b>348</b>

Source: Caddo Parish Commission.

See accompanying independent auditor's report.

# **CADDO PARISH COMMISSION**

**Shreveport, Louisiana**

**Operating Indicators by Function  
Last Ten Fiscal Years  
(Unaudited)**

Function	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
<b>Governmental activities:</b>										
Public works										
Road miles constructed	-	5.09	3.80	3.39	-	5.84	11.19	7.77	3.62	0.57
Sanitation										
Refuse collected (tons/month)	1,279	1,295	1,356	1,345	1,324	1,354	1,348	1,342	1,340	1,321
Health and welfare										
Number of ground mosquito control assignments	*	*	*	1,915	1,261	1,277	1,270	1,827	545	426
Number of animals handled through the animal shelter	*	*	*	*	11,571	11,006	9,236	10,159	9,222	9,496
Culture and recreation										
Number of park pavilion rentals	*	*	*	*	*	*	*	*	25	32
Number of camping ground rentals	1,137	1,248	1,456	1,306	1,334	1,450	1,664	1,587	2,434	1,656
Economic Development										
Number of business licenses issued	1,084	1,145	1,268	1,338	1,121	1,338	1,367	1,485	1,457	1,435
Number of housing assistance clients	132	136	136	128	110	103	104	92	83	76

\* data not available.

Source: Various Parish Departments and asset records.

See accompanying independent auditor's report.

# CADDO PARISH COMMISSION

## Shreveport, Louisiana

### Capital Asset Statistics by Function Last Ten Fiscal Years (Unaudited)

Function	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
General government										
Number of general government buildings	7	7	7	7	7	7	7	7	8	8
Public safety										
Number of correctional facilities (adult and juvenile)	2	2	2	2	2	2	2	2	2	2
Public works										
Paved road miles	784	803	803	803	803	803	803	780	784	785
Unpaved road miles	62.91	56.42	55.12	48.48	45.27	44.08	43.48	39.08	39.08	39.08
Number of bridges maintained	183	176	176	176	176	176	176	175	178	178
Number of streetlights maintained	22	53	54	55	58	58	58	58	58	59
Sanitation										
Number of collection compactors	17	17	17	17	17	17	17	17	17	17
Health and welfare										
Number of animal spray trucks	*	12	12	12	12	12	12	12	11	11
Number of mosquito control spray trucks	*	6	6	6	6	6	6	6	6	8
Culture and recreation										
Number of parks	14	14	14	14	14	14	14	14	14	14
Number of boat launches	7	7	7	7	7	7	7	7	7	7
Miles of trails	7	25	25	25	25	25	25	25	25	25
Number of library branches	20	20	20	20	20	20	20	20	20	20
Number of historical markers	2	2	2	2	2	2	2	2	2	6

\* data not available.

Source: Various Parish Departments and asset records

See accompanying independent auditor's report.

**CADDO PARISH COMMISSION  
Shreveport, Louisiana**

**OMB Circular A-133 Report**

**December 31, 2011**

**(With Independent Auditor's Reports Thereon)**

# **CADDO PARISH COMMISSION**

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**ROBERTS, CHERRY AND COMPANY**  
*Certified Public Accountants, Consultants*

**Report on Internal Control Over Financial Reporting and on Compliance And  
Other Matters Based on an Audit of Financial Statements Performed  
in Accordance With Government Auditing Standards**

Members of the Caddo Parish Commission  
Government Plaza  
Shreveport, Louisiana

We have audited the financial statements of the governmental activities, each major fund and the aggregate remaining fund information of the Caddo Parish Commission (the Commission), as of and for the year ended December 31, 2011, which collectively comprise the Commission's basic financial statements and have issued our report thereon dated June 29, 2012. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States.

**Internal Control over Financial Reporting**

Management of the Commission, is responsible for establishing and maintaining effective internal control over financial reporting. In planning and performing our audit, we considered the Commission's internal control over financial reporting as a basis for designing our auditing procedures for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Commission's internal control over financial reporting. Accordingly, we do not express an opinion on the effectiveness of the Commission's internal control over financial reporting.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis.

Our consideration of internal control over financial reporting was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over financial reporting that might be deficiencies, significant deficiencies, or material weaknesses. We did not identify any deficiencies in internal control over financial reporting that we consider to be material weaknesses, as defined above.

**Compliance and Other Matters**

As part of obtaining reasonable assurance about whether the Commission's financial statements are free of material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

We noted certain matters that we reported to management of the Commission, in a separate letter dated June 29, 2012.

This report is intended solely for the information and use of the Members of the Commission, management, others within the Commission, the Louisiana Legislative Auditor, federal awarding agencies, and pass-through entities and is not intended to be and should not be used by anyone other than these specified parties. Although the intended use of these reports may be limited, under Louisiana Revised Statute 24:513, this report is distributed by the Office of the Louisiana Legislative Auditor as a public document.

ROBERTS, CHERRY AND COMPANY

ROBERTS, CHERRY AND COMPANY

A Corporation of Certified Public Accountants  
Shreveport, Louisiana  
June 29, 2012

**ROBERTS, CHERRY AND COMPANY**

*Certified Public Accountants, Consultants*

**Independent Auditor's Report on Compliance With Requirements That Could Have  
a Direct and Material Effect on Each Major Program and on Internal  
Control Over Compliance in Accordance With OMB Circular A-133**

Members of the Caddo Parish Commission  
Government Plaza  
Shreveport, Louisiana

**Compliance**

We have audited the Caddo Parish Commission (the Commission)'s compliance with the types of compliance requirements described in the *OMB Circular A-133 Compliance Supplement* that could have a direct and material effect on each of the Commission's major federal programs for the year ended December 31, 2011. The Commission's major federal programs are identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs. Compliance with the requirements of laws, regulations, contracts, and grants applicable to each of its major federal programs is the responsibility of the Commission's management. Our responsibility is to express an opinion on the Commission's compliance based on our audit.

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and OMB Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*. Those standards and OMB Circular A-133 require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major federal program occurred. An audit includes examining, on a test basis, evidence about the Commission's compliance with those requirements and performing such other procedures as we considered necessary in the circumstances. We believe that our audit provides a reasonable basis for our opinion. Our audit does not provide a legal determination of the Commission's compliance with those requirements.

In our opinion, the Commission complied, in all material respects, with the compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended December 31, 2011.

**Internal Control Over Compliance**

Management of the Commission is responsible for establishing and maintaining effective internal control over compliance with the requirements of laws, regulations, contracts, and grants applicable to federal programs. In planning and performing our audit, we considered the Commission's internal control over compliance with the requirements that could have a direct and material effect on a major federal program to determine the auditing procedures for the purpose of expressing our opinion on compliance and to test and report on internal control over compliance in accordance with OMB Circular A-133, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of the Commission's internal control over compliance.

A *deficiency in internal control over compliance* exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. A *material weakness in internal control over compliance* is a deficiency, or combination of deficiencies, in internal control over compliance, such that there is a

reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis.

Our consideration of internal control over compliance was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over compliance that might be deficiencies, significant deficiencies or material weaknesses. We did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses, as defined above.

#### **Schedule of Expenditures of Federal Awards**

We have audited the financial statements of the governmental activities, each major fund and the aggregate remaining fund information of the Commission as of and for the year ended December 31, 2011, and have issued our report thereon dated June 29, 2012, which contained unqualified opinions on those financial statements. Our audit was performed for the purpose of forming opinions on the financial statements as a whole. The accompanying schedule of expenditures of federal awards is presented for the purposes of additional analysis as required by U.S. Office of Management and Budget Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*, and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the schedule of expenditures and federal awards is fairly stated in all material respects in relation to the financial statements as a whole.

The Commission's responses to the findings identified in our audit are described in the accompanying schedule of findings and questioned costs. We did not audit the Commission's responses and, accordingly, we express no opinion on the responses.

This report is intended solely for the information and use of the Members of the Commission, management, others within the Commission, the Louisiana Legislative Auditor, federal awarding agencies, and pass-through entities and is not intended to be and should not be used by anyone other than these specified parties. Although the intended use of these reports may be limited, under Louisiana Revised Statute 24:513, this report is distributed by the Office of the Louisiana Legislative Auditor as a public document.

**ROBERTS, CHERRY AND COMPANY**

**ROBERTS, CHERRY AND COMPANY**

A Corporation of  
Certified Public Accountants  
Shreveport, Louisiana  
June 29, 2012

**Caddo Parish Commission  
Schedule of Expenditures of Federal Awards  
For the Year Ended December 31, 2011**

<u>Federal Grantor/Pass-through Grantor/Program or Cluster Title</u>	<u>Federal CFDA Number</u>	<u>Grant Number</u>	<u>Total Federal Expenditures</u>
<b>U.S. Department of Agriculture</b>			
Pass through State Department of Food and Nutrition Service - Food Nutrition Grant	10.553 & 10.555	05-SFS-042	\$ <u>36,983</u>
<b>U.S. Department of Housing and Urban Development</b>			
Pass-through State of Louisiana Office of Community Development Grant Program			
Community Development Block Grant Program	14.228	672589	16,210
Section 8 Housing Choice Vouchers	14.871	LA184V003-005	<u>369,132</u>
Total U.S. Department of Housing and Urban Development			<u>385,342</u>
<b>U.S. Department of Health and Human Services</b>			
Pass-through LA Dept of Health and Hospitals			
Block Grants for Community Mental Health Services	93.958	53456	90,760
Pass-through Louisiana Supreme Court			
Temporary Assistance for Needy Families (TANF) - Drug Court Grant	93.558	N/A	270,682
Pass-through Louisiana Office of Youth Development			
Title IV-E of the Social Security Act - Federal Payments for Foster Care	93.858	643733	123,338
Head Start	93.600	06CH8376/39 & 40	10,000,000
ARRA - Head Start	93.708	06SH8376-02	1,428,000
ARRA - Early Head Start	93.708	06SA8376-02	<u>303,000</u>
Total U.S. Department of Health and Human Services			<u>12,215,780</u>
<b>U.S. Department of Justice</b>			
Pass-through Louisiana Commission on Law Enforcement			
Juvenile Accountability Block Grants	16.523	A08-8-015 & A09-8-015	20,014
Juvenile Justice and Delinquency Prevention Allocation to States-MRC			
Wraparound Services	16.540	J09-8-007	<u>6,888</u>
Total U.S. Department of Justice			<u>26,902</u>
<b>U.S. Department of Homeland Security - Federal Emergency Management Agency</b>			
Pass-through Louisiana Office of Homeland Security & Emergency Preparedness			
Hazard Mitigation Grant - Hazard Plan Update	97.039	HMGP1603N-017- 004	20,000
Hazard Mitigation Grant - Severe Repetitive Loss Program	97.110	SRL-PJ-06-LA- 2010-008	<u>171,678</u>
Total U.S. Department of Homeland Security			<u>191,678</u>

# **Schedule of Expenditures of Federal Awards (continued)**

## **U.S. Department of Transportation – Federal Highway Administration**

### **Pass-through Louisiana Department of Transportation and Development**

**Alcohol Open Container Requirements/Minimum Penalties for Repeat Offenders for Driving While Intoxicated – Bridge Guardrail Improvements**

20.607/20.608

H.008473

24,924

**Alcohol Open Container Requirements/Minimum Penalties for Repeat Offenders for Driving While Intoxicated – Signage for Parish Road – Highway Safety Transfer Funds - DOTD**

20.607/20.608

H.009291

28,602

**Total U.S. Department of Justice**

53,526

## **U.S. Department of Energy**

### **Pass-through Louisiana Department of Natural Resources**

**ARRA - Energy Efficiency and Conservation Block Grant Program (EECBG) – HVAC Controls for Government Plaza**

81.128

EEA-1009

247,999

## **U.S. Department of Education**

### **Pass-through Caddo Parish School Board**

**Title I Grants to Local Educational Agencies - Basic Grant Program**

84.010

N/A

57,026

**Total expenditures of federal awards**

\$ 13,215,218

See accompanying notes to the schedule of expenditures of federal awards.

**Caddo Parish Commission**  
**Notes to the Schedule of Expenditures of Federal Awards**  
**For the Year Ended December 31, 2011**

**Note 1 – Basis of Presentation**

The accompanying Schedule of Expenditures of Federal Awards includes the federal grant activity of the Caddo Parish Commission's (the Commission) primary government and is presented on the modified accrual basis of accounting. The information in this schedule is presented in accordance with the requirements of OMB Circular A-133, Audits of States, Local Governments, and Non-Profit Organizations. Therefore, some amounts presented in this schedule may differ from amounts presented in, or used in the preparation of, the financial statements.

**Note 2 – Subrecipients**

Of the federal expenditures presented in the schedule, the Commission provided federal awards to subrecipients as follows:

<u>Program title</u>	<u>Federal CFDA Numbers</u>	<u>Amount provided to subrecipients</u>
Head Start	93.600, 93.708 and 93.709	\$11,731,000

**Caddo Parish Commission  
Schedule of Findings and Questioned Costs  
For the Year Ended December 31, 2011**

**Section I - Summary of Auditor's Results**

**A. Primary Government Financial Statement Audit**

Type of auditor's report issued on the basic financial statements: **Unqualified**

Internal control over financial reporting:

- Material weaknesses identified? **No**
- Significant deficiencies identified? **No**

Noncompliance material to the basic financial statements noted? **No**

**B. Audit of Federal Awards**

Type of auditor's report issued on compliance for major programs: **Unqualified**

Internal control over major programs:

- Material weaknesses identified? **No**
- Significant deficiencies identified? **No**

Any audit findings disclosed that are required to be reported in accordance with section 510(a) of OMB Circular A-133? **No**

Any instances of material noncompliance in major programs disclosed during the audit? **No**

Identification of major programs:

**Name of federal program or cluster**

**United States Department of Health and Human Services (DHHS) – Head Start Cluster**

**CFDA Number**

**93.600 – Head Start**

**93.708 – ARRA Head Start**

**93.709 – ARRA Early Head Start**

**Name of federal program or cluster**

**United States Department of Energy – Energy Efficiency Block Grant (EECBG)**

**CFDA Number**

**81.128 – ARRA - Energy Efficiency Block Grant (EECBG)**

The dollar threshold used to identify Type A programs: **\$396,457**

Auditee qualified as a low-risk auditee under section 530 of OMB Circular A-133: **Yes**



**Section II – Financial Statement Findings Reported in Accordance with Governmental Auditing Standards**

**Current Year Findings and Responses**

**None**

**Prior Year Findings and Responses**

**Reference # and title:** 2010-1 Fixed Assets

**Condition:** During the audit, we noted during testwork that the retro-fits purchased with the ARRA State Clean Diesel Grant Program were not added to the fixed asset records. In addition, we noted during our testwork that a major rehab to a road and the annexed bridges, unrelated to grants, were not added to the fixed assets records. Once we notified management of these omissions, they were added to the records and properly reported on the government-wide financial statements.

**Recommendation:** The Commission should implement procedures to ensure all purchases, regardless of the account or fund the transactions are recorded, are reviewed for possible capitalization.

**Corrective action taken:** The Commission implemented a procedure to review all cash disbursements over \$5,000 on a recurring basis to ensure no items that should be capitalized are omitted.

## **Section III – Federal Award Findings and Responses**

### **Current Year Findings and Responses**

**None**

### **Prior Year Findings and Responses**

**Reference # and title:** 2010-1 Fixed Assets

This finding is explained in Section II.

**Reference # and title:** 2010-2 Financial Reporting

**Condition:** A statement required by the grant agreement between the Commission and the Louisiana Department of Environmental Quality for the ARRA State Clean Diesel Grant Program - HDT Retrofits Grant was not prepared or submitted. In addition, the December 15, 2010 quarterly report was not filed and the other two were submitted after the deadlines for submission.

**Recommendation:** The Commission should closely monitor the reporting deadlines and ensure all required reports are prepared and submitted on a timely basis.

**Corrective action taken:** The Commission met as a department and implemented additional policies and procedures to ensure the compliance of reporting requirements is appropriately monitored.

**Reference # and title:** 2010-3 Financial Reporting

**Condition:** One of the invoice amounts reported for the ARRA State Clean Diesel Grant Program - HDT Retrofits Grant was inaccurate.

**Recommendation:** The Commission should implement proper review procedures or other policies relating to the review of reporting requirements for accuracy before submission.

**Corrective action taken:** The Commission met as a department and implemented additional policies and procedures to ensure the compliance of reporting requirements is appropriately monitored.

**Reference # and title:** 2010-4 Financial Reporting

**Condition:** The SF-269 for the ARRA Head Start grant's reporting period 01/01/2010 – 06/30/2010 was not filed timely. The report due date was 07/31/2010. The report was completed by the subrecipient, the Caddo Community Action Agency, Inc., and filed on September 7, 2010.

**Recommendation:** The Commission should closely monitor the reporting deadlines and obtain copies of all submitted reports to ensure that the subrecipient files the reports on a timely basis.

**Corrective action taken:** Both the Commission and CCAA include the reporting deadline on a schedule of required deadlines to ensure that the SF-269 is filed in a timely manner. The Commission monitors the CCAA to ensure all reporting deadlines are met.

**ROBERTS, CHERRY AND COMPANY**  
*Certified Public Accountants, Consultants*

**Management Letter**

Members of the Caddo Parish Commission  
Government Plaza  
Shreveport, Louisiana

We have audited the financial statements of the governmental activities, each major fund, and the aggregate remaining fund information of the Caddo Parish Commission (the Commission) for the year ended December 31, and have issued our report thereon dated June 29, 2012. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States and the provisions of OMB Circular A133.

As a part of our examination, we have issued our report on the financial statements, dated June 29, 2012, and our report on internal control and compliance with laws, regulations, contracts, and grants, dated June 29, 2012.

During the course of our examination, we became aware of the following matters which represent immaterial deviations of compliance or suggestions for improved internal controls.

**Fixed Assets**

Year of Origination – December 31, 2011

**Condition:**

We noted during our testwork that some capital asset additions and deletions were not properly recorded on the capital asset schedule. They are as follows:

- During our audit fieldwork, management discovered that a capital asset addition for building improvements and equipment was recorded to the Commission's capital asset schedule for the full cost of the invoice. A portion of this invoice was reimbursed by the City of Shreveport. The capital asset should have only been recorded for the unreimbursed portion of the project owned by the Commission. Management made the corrections to the original fixed asset schedule and then provided us with a revised schedule.
- Four bridges, three from 2007 and one from 2010, were not added to the schedule until 2011, and the related deletions of bridges replaced were not removed until 2011. The accumulated depreciation related to these late additions was not properly recorded. One year of depreciation was recorded for each of these late additions rather than taking into account the amount that would have been recorded had the assets been added to the schedule timely. In addition, one of the bridges was not added for the correct amount resulting in an understatement of capital assets and related depreciation.
- One drainage improvement asset from 2009 was not added to the schedule until 2011. The accumulated depreciation related to this late addition was not recorded properly. One year of depreciation was recorded rather than taking into account the amount that would have been recorded had the asset been added to the schedule timely.
- Disposals for library books were not properly removed from the capital asset schedule. Upon recording the disposals the related accumulated depreciation was not properly removed from the schedule.

**Recommendation:**

We recommend that the Commission and the Library implement policies and procedures to ensure that all additions and disposals are properly recorded on the capital assets schedule.

**Views of responsible officials and corrective actions:**

The Caddo Parish Commission has policies and procedures in place to record asset additions into the accounting system. One item that was recorded for an incorrect amount related to the HVAC and roof replacement for Government Plaza. When the Commission originally recorded the asset for this project, we recorded it at the amount that was paid on the invoice and the amount that was recorded in the accounting system. However, upon our review, we noted that the asset should have been recorded at 27% of the total since the City of Shreveport reimbursed the Parish 73% of the costs related to this project and the City owns 73% of the building. The adjustment was made in our records and we notified our auditors of the change.

The majority of bridge additions are completed by the State of Louisiana then transferred to the Commission. The Department of Public Works has to notify the Department of Finance when these transfers occur. For 2011, the Department of Finance conducted a review of the asset records in Public Works and noted that four bridges were not included in the asset records and we adjusted the asset records accordingly. The amounts recorded for the bridges were obtained from Public Works. Upon receiving documentation from the State, it was noted that one bridge was recorded for an incorrect amount and the asset schedule was corrected. The depreciation schedule for the bridges had a formula error which resulted in only one year's depreciation. The error was corrected.

We recognize the importance of having accurate capital asset records which is why we continuously review our asset records for errors and omissions. Most of the items noted above, were discovered by the Finance Department and the asset records were adjusted as necessary. The Finance Department will work closely with Public Works to ensure they provide us with accurate and timely asset changes. The Director and Assistant Director of Finance will review the asset schedules for errors prior to submission to the auditors.

The City of Shreveport's accounting department is responsible for the accounting for the Library including recording fixed asset disposals. The Library, through the City's accounting department, has implemented a policy to record all capital asset disposals in a timely and accurate manner.

In conclusion, the independent audit has proved to be a valuable tool in the process of improving the Commission's financial accounting and reporting practices. We feel that the systems, procedures and reporting capabilities now in effect will be sufficient to maintain the high standard of excellence that has been attained.

We recommend management address the foregoing issues as an improvement to operations and the administration of public programs. We are available to further explain the suggestion or help implement the recommendation.

This report is intended solely for the information and use of the Members of the Commission, management, others within the Commission, the Louisiana Legislative Auditor, federal awarding agencies, and pass-through entities and is not intended to be and should not be used by anyone other than these specified parties. Although the intended use of these reports may be limited, under Louisiana Revised Statute 24:513, this report is distributed by the Office of the Louisiana Legislative Auditor as a public document.

**ROBERTS, CHERRY AND COMPANY**  
ROBERTS, CHERRY AND COMPANY

A Corporation of Certified Public Accountants  
Shreveport, Louisiana  
June 29, 2012